

REVIEWED
MAQUASSI HILLS FOURTH GENERATION IDP
2020-2022



B4 MUNICIPALITY

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MAYOR'S FOREWORD

MAYOR'S FOREWORD

Maquassi Hills Local Municipality has achieved major success during the past decade – in many instances under very difficult circumstances. There were many lessons to be learnt along the road. The Municipality is, however, now much better equipped and geared towards improved service delivery than before.

Given the current institutional memory, human resources and financial capacity of the municipality, the IDP review 2020-22 seeks to harness synergies and opportunities in the advances made towards the realization of the all-important goal of a better life for all.

The following are milestones and challenges of the current year (2019-2020) in terms of various Key Performance Areas:

Basic Service Delivery and Infrastructure Development:

In terms of the above KPA the municipality was able to complete the following projects during the month of March 2020:

- 860m of road upgraded to block paving- Setshogo Street Lebaleng.
- 777m of road upgrader to block paving in Griekwa, Mothibedi, Jantjies and Zanele streets in Lebaleng.
- 900m of road upgraded in block paving in Namane, Lengau and Phuti streets
- 1km road of road upgraded to block paving, Lebogang, Baagi , Itumeleng and Kopanang streets in Tswelelang.
- 1.6 km of road upgraded to block paving in Ntsu, Phakamile and Mpesa streets. in Kgakala

This achievement qualified the municipality to be one of the best in the province in terms of MIG spending.

The water supply continues to be a challenge in our municipality especially in Tswelelang and Lebaleng. The Municipality sourced funding from the Provincial Government to the tune of R 5 million to explore underground water resources in Wolmaransstad and this includes rehabilitation of Sedibeng Boreholes.

There is Scope for a substantial increase in the borehole supply as the appointed Geohydrologist's preliminary investigation has pointed out in the in-efficient running of the existing boreholes and some of them were drilled and equipped more than 20 years ago.

Infrastructure maintenance continues to be a challenge due to ailing infrastructure and cash flow problems. Fortunately, COGTA is now permitting the Municipality to refurbish collapsed road infrastructure through MIG Funding as long as the projects are reflected in the Rural Roads Asset Management System undertaken by the Department of Transport.

Further to that National Treasury is also permitting the Municipality to procure Solid Waste Removal Trucks utilizing MIG as long as there is an Integrated Waste Management Plan in place.

Financial viability:

The cash flow remains a challenge in the municipality because of the non-payment of services, we have embarked on a Service Payment Campaign which was led by the Mayor, Municipal Manager and Senior Managers. We further revised the Financial Plan to categorize our debtors and set the threshold for payment per category particularly in townships where communities do not pay for services as expected.

To remedy the situation, revenue collection strategies were developed which included but not limited to disconnections that were implemented. The most affected areas in terms of non-payment of services are townships and it is difficult for the municipality to implement credit control measures as Eskom is still the license holder. We have enlisted the services of two technicians to assist us with disconnections and restrictions of electricity and water supply daily. Our employees and Councilors have also been instructed to make payment arrangement and settle their municipal arrears.

The above situation was escalated by the advent of the COVID 19 which forced the municipality to close its operations including credit control and revenue collection.

GOOD GOVERNANCE AND COMMUNITY PARTICIPATION.

Council, Exco and other committees of Council are always convened as expected safe to indicate that during the last month of the quarter where restrictions were placed, had an impact on the holding of physical meetings. The annual report was adopted timeously and the MPAC was not able to finalize the oversight report which was interrupted by the advent of COVID 19 in terms of gatherings. The matter is highlighted in the recovery plan.

The following issues were also affected by the gathering restrictions which includes but not limited to adoption of draft IDP, ward meetings and budget which also form part of the recovery plan

The financial disciplinary board was established, and Council is yet to adopt the terms of references.

Four senior managers were appointed during September 2019 thus complimenting the staff component of Senior Management as Municipal Manager was appointed in the previous year.

In drafting the IDP review and drafting the budget for the coming year, I PLAN to implement the following projects to improve our services and infrastructure:

PROJECT	WARD	SOURCE	COSTS	2019-20	2020-2021	STATUS
Upgrade gravel to block paving Mongale & Nzanele Street Lebaleng	11	MIG	R 7,650 m	R 3,5 m	R 4 150 000	MIG Registered
Upgrade storm water channel to concrete phase 2Ext 11	10	MIG	R 4 m	R 1 m	R3 m	Awaiting Site Visit MIG
Rehabilitation of Hester & Leboya Street L/Stad	6,7&8	MIG	R 2,862 m		R 3 820 000	Tech Report to be Submitted
Rehabilitation of Kalane Street	9	MIG	TBA		R 750 000	Tech Report to be Submitted
Rehabilitation of Tswelelang collapsed road section	3 & 4	MIG	TBA		R 1,3 m	Tech Report to be Submitted
Augmentation of Bulk Water Supply	1,2,3,4,5 & 10	MIG	TBA		R 12,065 366	Tech Report Submitted
Witpoort Dam Development	8	MIG	R 10 m		R 400 000	Await Approval of Scope
Procure Solid Waste Removal Truck	All Wards	MIG	R 1 556,634 m		R 1 556 634	Tech Report to be Submitted
Upgrading of Buisfontein – Tswelelang Bulk Water Supply Scheme	1,2,3,4,5,9 & 11	MIG	R 118 m		R30m	DWS approved

In terms of section 25 of the Municipal Finance Management Act, Act no. 56 of 2003, I am supposed to engage with the communities after the adoption of both draft IDP and budget. It is however unfortunate that this process will not be undertaken since there are regulatory limitations due to the effect of COVID 19.

Fellow citizens of Maquassi Hills you are therefore required to submit inputs on the draft documents through media platform such newspapers, municipal websites, emails and suggestion boxes.

I thank you and stay home and stay safe.

GAAMANGWE VICTORIA KGABI [CLR]
MAYOR

INTRODUCTION

The law requires the municipal council, reasonably after its election into office, to craft and adopt at least a five year development plan for its area of governance. The plan must be integrated and developmental and should seek to address the current service delivery needs and also to look forward into the future for developments.

The municipality should seek to bring all stakeholders on board with regards to its plans, every stakeholder will in turn be expected to do services and businesses within the framework of the fully adopted Integrated Development Plan.

Integrated Development Planning should be through a process in which the Municipality prepares a tool for the advancement of its strategic objectives. This intentional and intensive exercise is on the basis of Municipal Systems Act, of which, inter- alia, its intentions are to provide mechanisms by which local government will function efficiently and as an organic whole.

It is against this back ground that the Reviewed Fourth Generation IDP 2020-2022 must be appreciated, it is further in keeping with the following objects of local government,

The Constitution of the Republic of South Africa, Act No. 108 of 1996, and sec 152(1) states the objects of local government, viz

- (a) To provide democratic and accountable government for local community
- (b) To ensure the provision of services to the communities in a sustainable
- (c) To promote social and economic development
- (d) To promote a safe and healthy environment and
- (e) To encourage the involvement of community organizations in the matters of local government.

2. STATUS OF INTEGRATED DEVELOPMENT PLAN [IDP]

The Municipal Systems Act, No 32 of 2000 as amended, defines the status of the municipal IDP as follows,

- IDP is the principal strategic planning instrument, which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality
- It binds the municipality in the exercise of its executive authority, except to the extent of any inconsistency between a municipality's integrated development plan and national or provincial legislation, in which case such legislation prevails
- It binds all the other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as by-laws, and
- It should be a product of intergovernmental and inter-spherical planning

SECTION A: EXECUTIVE SUMMARY

The Reviewed Fourth Generation IDP 2020-2022 was developed after consultation with the community for the purpose of crafting as per the prescripts of Chapter 5 of the Municipal Systems Act. This Reviewed Fourth Generation IDP is deliberately structured in a strategic and prudent manner so as to take us through to at least 2022.

This development takes cue from the previous Reviewed Fourth Generation IDP 2019-2020, which was not successfully implemented due to limited resources in many respects.

The Reviewed Fourth Generation IDP was founded on the historical achievements over a period of years, e,g

- Eradication of bucket system and completion of water-borne system.
- Building of more houses
- Primary Health Care enhanced
- Facilities for Sports and Recreation put in place, even though there have been large scale vandalism of the facilities.
- Proper billing system and
- Good governance enhanced.

These are the few for mentioning, and they are mentioned bearing in mind that we still have variety of challenges lying ahead of us, some look very insurmountable. However, we draw strength from this strategically designed instrument, to keep service delivery going.

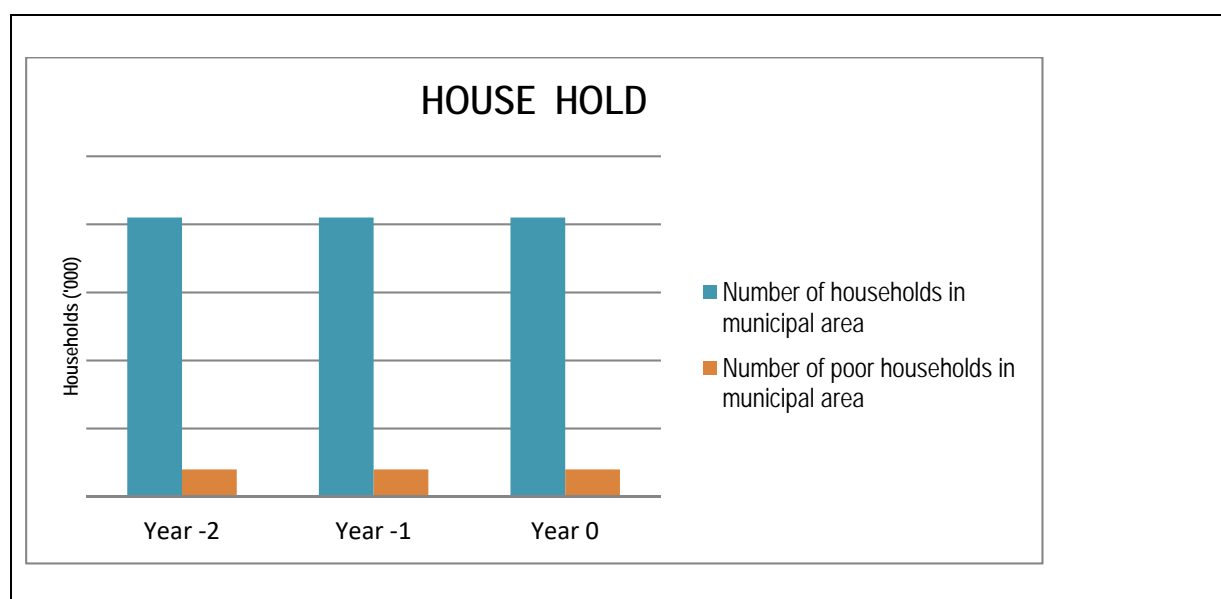
Amongst our major challenges, we have socio-economic development as an area that cannot be postponed, it must be noted that we have adopted a Reviewed Local Economic Development strategy, which aims to create an environment for all people to access economic opportunities presented by our developmental programs. Economic growth would be central in the development of the town, more so that we need to enlarge our revenue base. We must ensure that our strategy takes into account the need to enhance the growth of the second economy, whilst at the same time helping with the sustenance of the first economy.

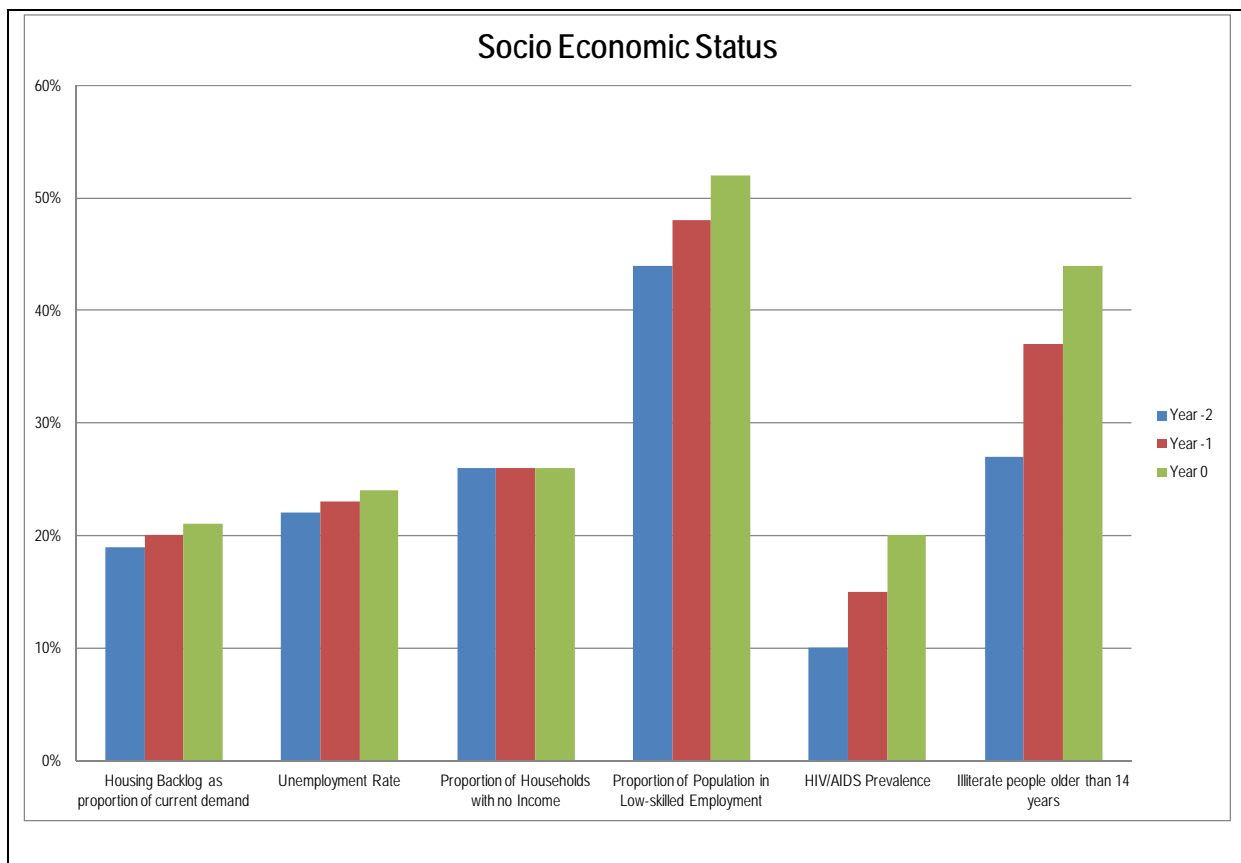
We are also faced with issues like, urbanization, swelling of grave yards due to deaths related to HIV/AIDS amongst other things, all these are anticipated in our Reviewed Spatial Development Framework and therefore we will be able to fairly, yet robustly tackle all challenges on that front.

There are plans with practical and achievable targets, see section on Schematic Representation of Projects / Plans, which are aimed at developing and maintaining our infrastructure, it is on these basis that we are confident that we will succeed in our efforts to improve our water supply, thereby realizing the continuation of an effective sanitation system and electrification program.

MUNICIPAL PROFILE

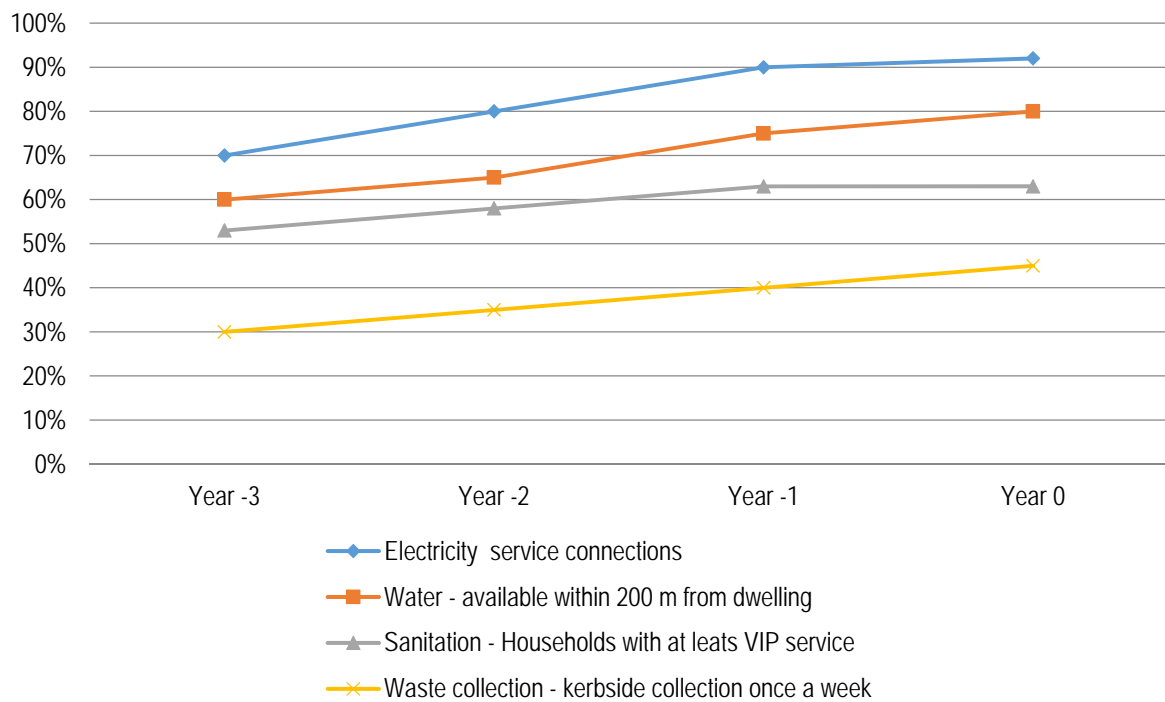
POPULATION BY GENDER AND AGE									
Age	2015-2016			2017-2018			2019-2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age: 0 – 4	3092	3062	6154	3192	3425	6617	4949	4794	9743
Age: 5 – 9	3840	3829	7669	3579	3388	6967	4407	4297	8704
Age: 10 – 19	7619	7766	15385	8106	8358	16464	7114	7005	14119
Age: 20 – 29	5210	5734	10944	6258	6586	12844	12844	7146	19990
Age: 30 – 39	3642	3947	7589	4754	4851	9605	5180	5091	10271
Age: 40 – 49	2636	2638	5274	3504	3570	7074	4005	4175	8180
Age: 50 – 59	1736	1819	3555	2240	2208	4448	3155	3138	6293
Age: 60 – 69	1096	1240	2336	1297	1546	2843	1716	1915	3631
Age: 70+	749	906	1655	887	1286	2173	1009	1503	2512
Source: Statistics SA									





HOUSEHOLDS WITH MINIMUM BASIC SERVICES				
	Year -3	Year -2	Year 1	Year 0
Electricity service connections	80%	90%	92%	92%
Water - available within 200 m from dwelling	65%	75%	80%	80%
Sanitation - Households with at least VIP service	58%	63%	63%	62%
Waste collection - kerbside collection once a week	35%	40%	45%	43%

Proportion of households with access to basic services



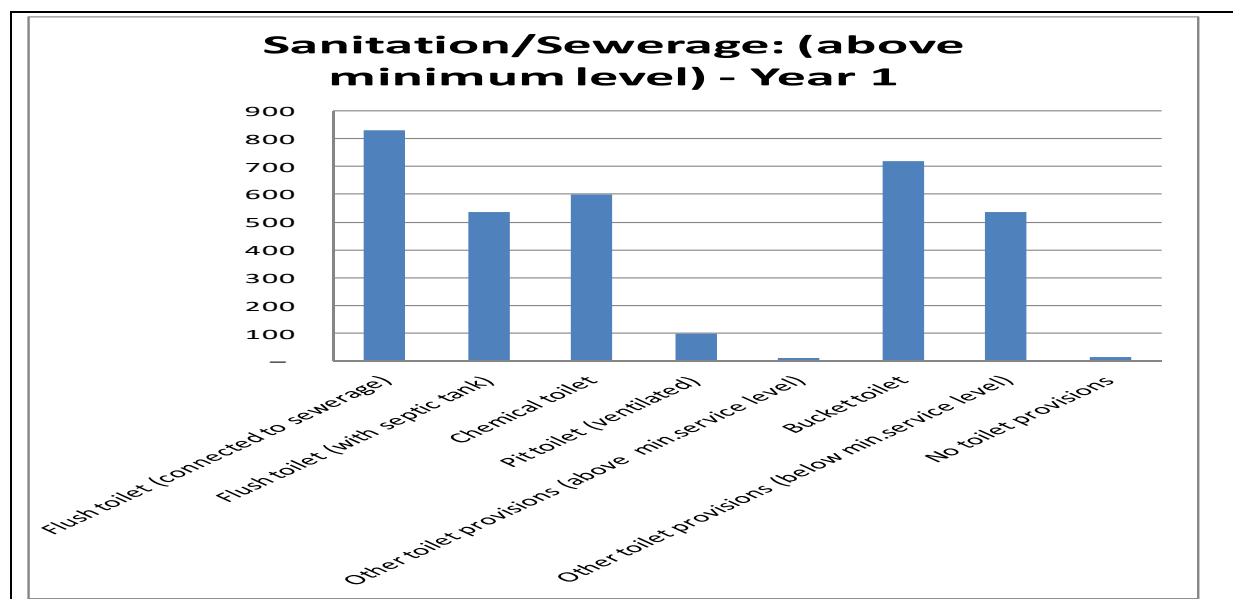
OPERATING RATIOS : 2019-2020	
Detail	%
Employee Cost	20.95
Repairs & Maintenance	3.97
Finance Charges & Impairment	20.48

CAPITAL EXPENDITURE: YEAR -2 TO YEAR 0			
			R'000
Detail	2017-2018	2018-2019	2019-2020
Original Budget	48 420 000	68 035 000	30 228 0000
Adjustment Budget	66 961 000	68 035 000	35 344 000
Actual	41 150 000	46 680 000	-

WATER SERVICES DELIVERY LEVELS: HOUSEHOLDS				
Description	Year -3	Year -2	Year -1	Year 0
	Actual No.	Actual No.	Actual No.	Actual No.
<u>Water:</u> (above min level)				
Piped water inside dwelling	2,626	2,635	2,649	2,655
Piped water inside yard (but not in dwelling)	13,278	14,337	14,323	13,969
Using public tap (within 200m from dwelling)	–	–	–	580
Other water supply (within 200m)				
<i>Minimum Service Level and Above sub-total</i>	15,904	16,972	16,972	17,204
<i>Minimum Service Level and Above Percentage</i>	100%	100%	100%	100%
<u>Water:</u> (below min level)				
Using public tap (more than 200m from dwelling)	–	–	–	–
Other water supply (more than 200m from dwelling)	–	–	–	–
No water supply				
<i>Below Minimum Service Level sub-total</i>	–	–	–	–
<i>Below Minimum Service Level Percentage</i>	0%	0%	0%	0%
Total number of households*	15,904	16,972	16,972	17,204
* - To include informal settlements				T 3.1.3

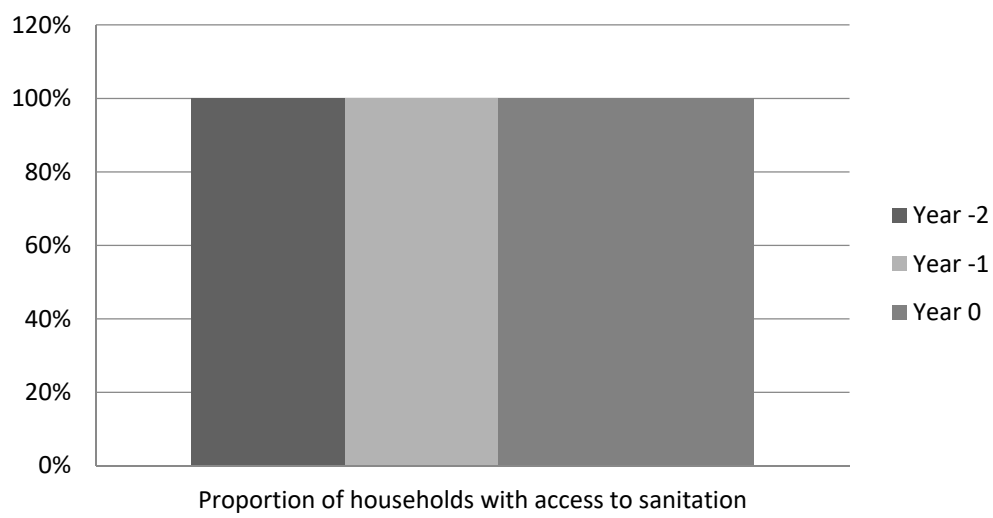
HOUSEHOLDS - WATER SERVICE DELIVERY LEVELS BELOW THE MINIMUM						
	Year -3	2016-2017	2017-2018	2018-2019		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
Formal Settlements						
Total households	0	0	0	0	0	0
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	0	0	0	0	0	0
Informal Settlements						
Total households	0	0	0	0	0	0
Households below minimum service level	0	0	0	0	0	0
Proportion of households below minimum service level	0	0	0	0	0	0

ACCESS TO WATER			
	Households with access to water points*	Households with access to piped water	Households receiving 6 kl free#
2016-2017	100%	100%	100%
2017-2018	100%	100%	100%
2018-2019	100%	100%	100%

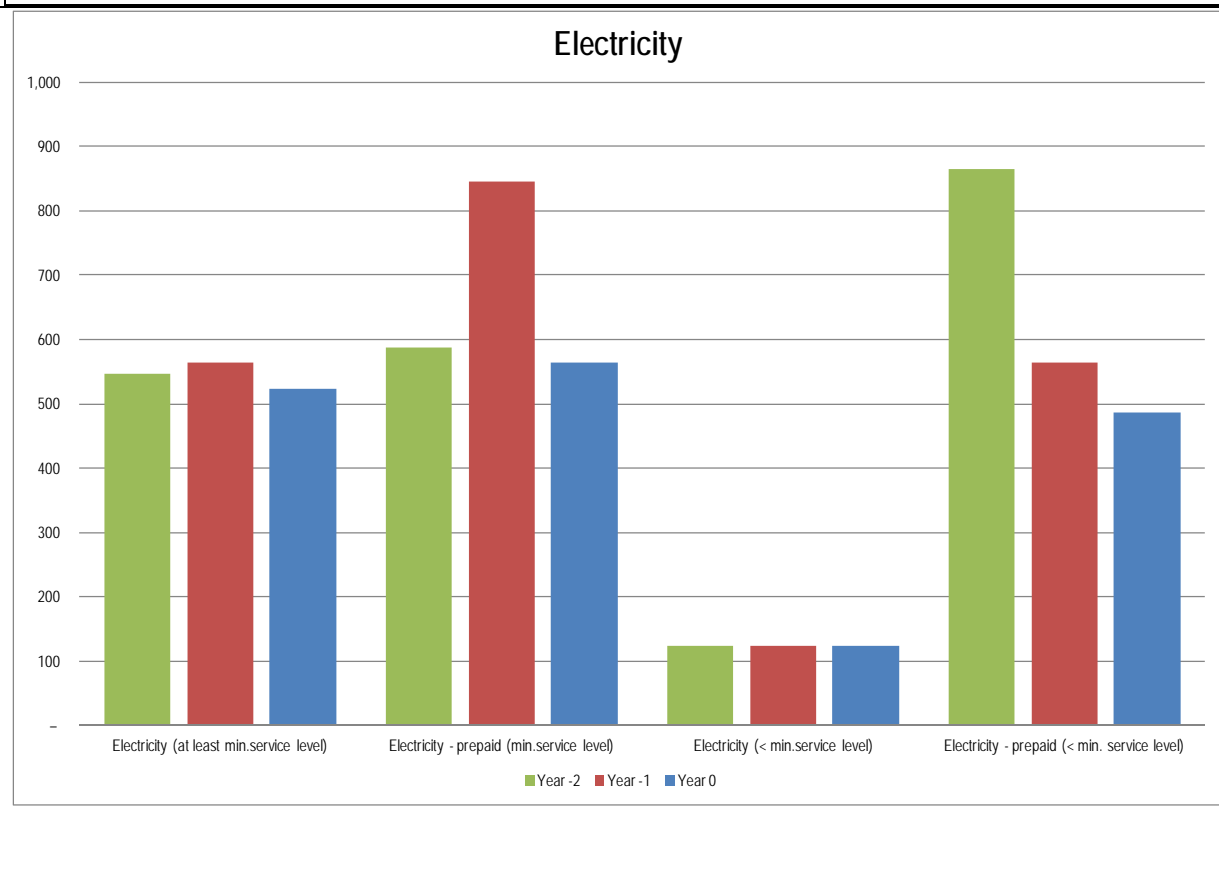


SANITATION SERVICE DELIVERY LEVELS				
Description	Year -3	2016-2017	2017-2018	2018-2019
	Outcome No.	Outcome No.	Outcome No.	Actual No.
<u>Sanitation/sewerage:</u> (above minimum level)				
Flush toilet (connected to sewerage)	15704	16772	16772	16424
Flush toilet (with septic tank)	200	200	200	200
Chemical toilet	0	0	0	0
Pit toilet (ventilated)	0	0	0	0
Other toilet provisions (above min.service level)	0	0	0	0
<i>Minimum Service Level and Above sub-total</i>	15904	16972	16972	16624
<i>Minimum Service Level and Above Percentage</i>	100.0%	100.0%	100.0%	96.63%
<u>Sanitation/sewerage:</u> (below minimum level)				
Bucket toilet	0	0	0	0
Other toilet provisions (below min.service level)	0	0	0	0
No toilet provisions	0	0	0	580
<i>Below Minimum Service Level sub-total</i>	0	0	0	580
<i>Below Minimum Service Level Percentage</i>	0.0%	0.0%	0.0%	3.4%
Total households	15904	16972	16972	17204

ACCESS TO SANITATION



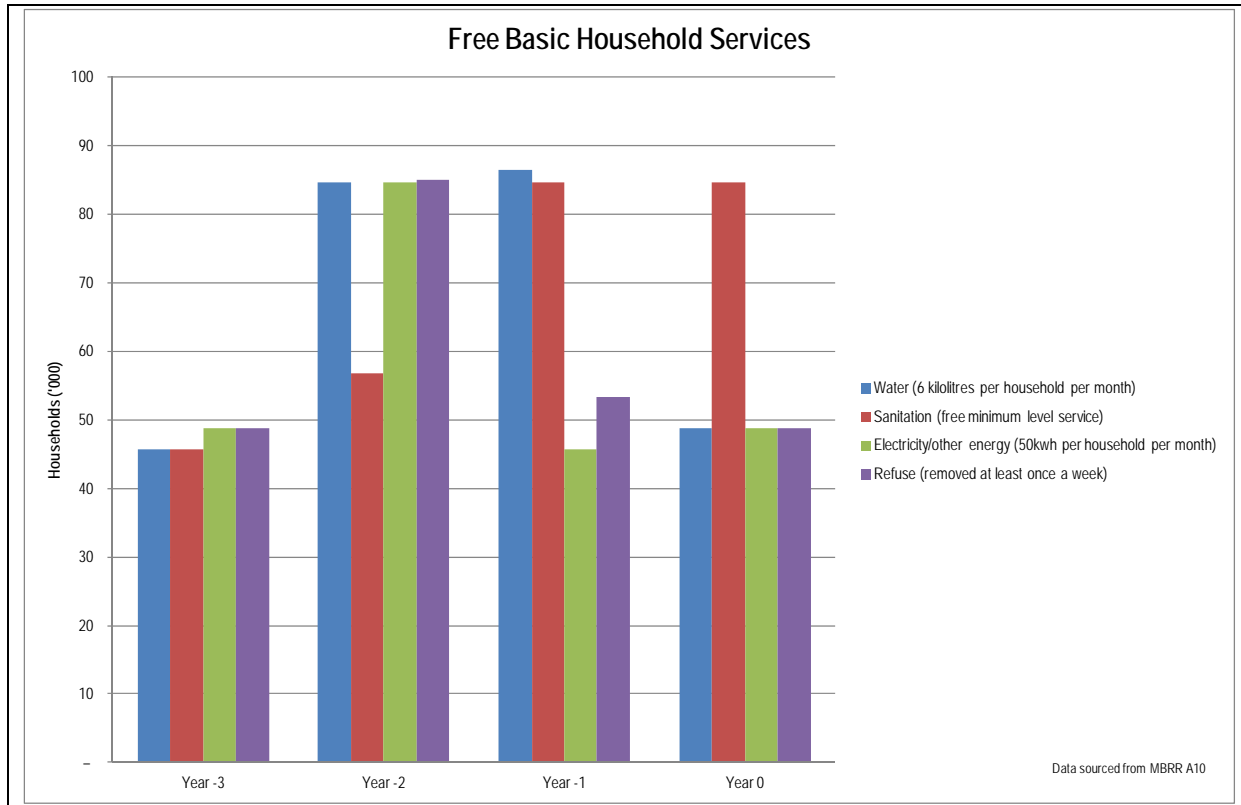
Maquassi Hills Local municipality is the Electricity supply authority in the towns and townships of Wolmaransstad, Makwassie, Leeudoringstad, Witpoort, Tswelelalng, Kgakala, Lebaleng. The following is a graphic picture of electricity supply



SOLID WASTE SERVICE DELIVERY LEVELS BELOW THE MINIMUM						
Description	Year -3	2016-2017	2017-2018	2018-2019		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
Formal Settlements						
Total households	13	15	15	16	–	16
Households below minimum service level	3	2	3	3	–	3
Proportion of households below minimum service level	19%	14%	17%	19%		18%
Informal Settlements						
Total households	5	2	5	5	3	3
Households totals below minimum service level	5	3	5	5	3	3
Proportion of households totals below minimum service level	111%	125%	111%	100%	100%	100%

FREE BASIC SERVICES AND INDIGENT SUPPORT

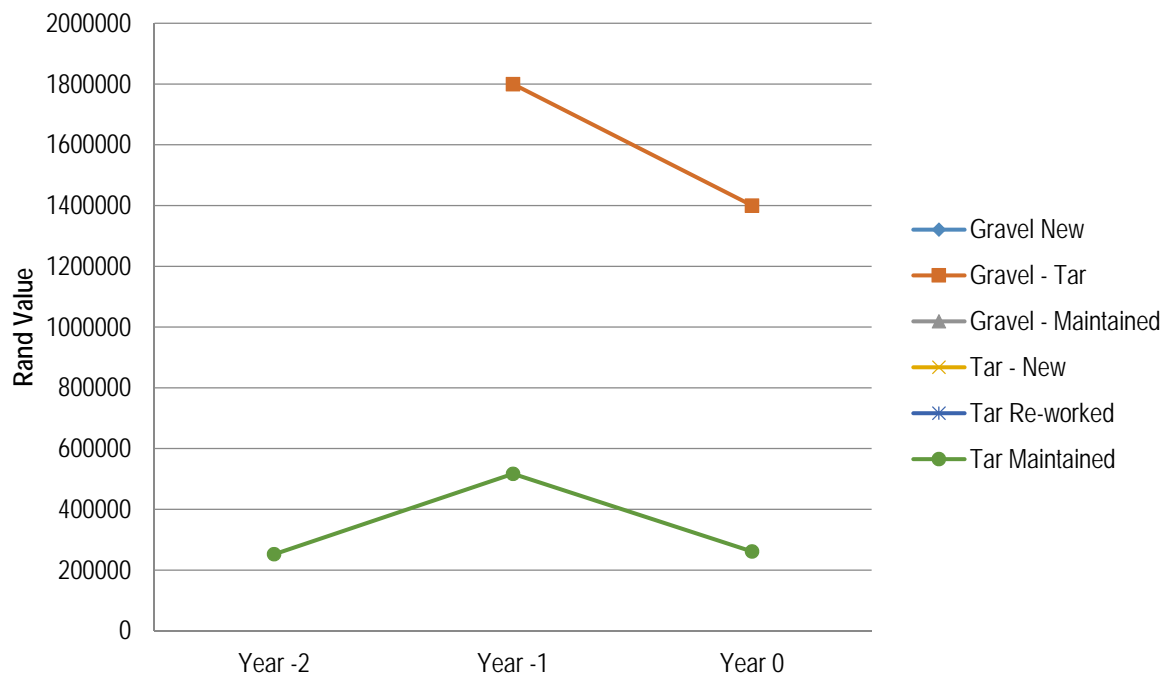
The municipality has an Indigent Register and Policy. We provide Free Basic Services to all households whose monthly gross income is less than R3 500.00. Community members are urged to register through ward committees and the use of Ward Councillors who also have to assist identify qualifying households and help process Indigent registration.



	Number of households									
	Total	Households earning less than R1,100 per month								
		Total	Free Basic Water		Free Basic Sanitation		Free Basic Electricity		Free Basic Refuse	
			Access	%	Access	%	Access	%	Access	%
Year - 2	16,784	3,500	2,100	60%	2,100	60%	2,100	60%	2,100	60%
Year - 1	16,784	2,200	2,200	100%	2,200	100%	1,995	91%	2,200	100%
Year 0	16,784	3,500	518	15%	518	15%	518	15%	518	15%

TARRED ROAD INFRASTRUCTURE					
	Total tarred roads	New tar roads	Existing tar roads re-tarred	Existing tar roads re-sheeted	KILOMETRES Tar roads maintained
2015-2016	85	10	0	18	100
2016-2017	98	14	0	15	120
2017-2018	114	0	0	25	140
2018-2019	114	0	0	0	2

Road Infrastructure costs



LOCAL ECONOMIC DEVELOPMENT

ECONOMIC ACTIVITY BY SECTOR			
Sector	Year -2	Year -1	Year 0
Agric, forestry and fishing	8	8	7
Mining and quarrying	4	4	3
Manufacturing	2	3	4
Wholesale and retail trade	7	8	10
Finance, property, etc.	8	9	9
Govt, community and social services	13	15	20
Infrastructure services	6	6	9
Total	48	53	62

ECONOMIC EMPLOYMENT BY SECTOR			
Sector	Year 1 No.	Year -1 No.	Jobs Year 0 No.
Agric, forestry and fishing	1,500	1,500	1400
Mining and quarrying	800	800	700
Manufacturing	600	700	800
Wholesale and retail trade	3,700	3,800	4200
Finance, property, etc.	1,500	1,000	1000
Govt, community and social services	1,500	2,000	3000
Infrastructure services	1,500	2,000	2500
Total	11550	11 800	13600

LED CREATED JOBS				
Total Jobs created / Top 3 initiatives	Jobs created No.	Jobs lost/displaced by other initiatives No.	Net total jobs created in year No.	Method of validating jobs created/lost
Total (all initiatives)				
Year -2	23	0	13	PROJECT REPORTS
Year -1	22	5	17	PROJECT REPORTS
Year 0	323	0		
Initiative A (MIG PROJECTS) (Year 0)	258	0	258	PROJECT REPORTS
Initiative B (OTHER GOVERNMENT) INITIATIVES (Year 0)	25	0	25	PROJECT REPORTS
Initiative C PRIVATE SECTOR INITIATIVE (Year 0)	40	0	40	PROJECT REPORTS

FINANCIAL SERVICES

DEBT RECOVERY							
Details of the types of account raised and recovered	Year 2016/2017		Year 2017/2018			Year 2018/2019	
	Actual for accounts billed in year	Proportion of accounts value billed that were collected in the year %	Billed in Year	Actual for accounts billed in year	Proportion of accounts value billed that were collected %	Estimated outturn for accounts billed in year	Estimated Proportion of accounts billed that were collected %
Property Rates	27,202.00	60.34	30,813.00	30,971.00	100.51	14,372.00	80.00
Electricity - B	2,727.00	95.32	5,470.00	4,287.00	78.37	5,000.00	95.00
Electricity - C	44,910.00	86.15	34,748.00	43,929.00	126.42	25,473.00	95.00
Water - B	1,295.00	17.54	8,031.00	2,036.00	25.35	3,500.00	80.00
Water - C	37,029.00	14.70	30,822.00	43,728.00	141.87	19,847.00	80.00
Sanitation	27,356.00	22.80	27,266.00	29,086.00	106.67	13,677.00	85.00
Refuse	12,895.00	17.01	12,878.00	13,798.00	107.14	5,889.00	85.00
Other	33,589.00	179.09	5,921.00	41,979.00	433.46	7,500.00	80.00
<i>B- Basic; C= Consumption. See chapter 6 for the Auditor General's rating of the quality of the financial Accounts and the systems behind them.</i>							
							<i>T 3.25.2</i>

LEGISLATION / POLICY STATEMENT

The Municipality has an obligation in terms of the Municipal Systems Act no 32 of 2000, as amended, to take active and reasonable measures, within its means, to at least deliver basic services to its constituent community. An IDP document is a strategic tool of the municipality, which must ensure that provisions of the law, especially as it relates to service delivery and development, find currency. The introduction gave prelude to the intentions of the law, by way of reference to the Constitution of the Republic and Municipal Systems Act.

Section 25 of Municipal Systems Act 32 of 2000, in Chapter 5 is explicit on matters of IDP, and stipulates as follows

Each municipal council, must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- (a) Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality
- (b) Aligns the resources and capacity of the municipality with the implementation of the plan.
- (c) Forms the policy framework and general basis on which annual budgets must be based.
- (d) Complies with the provisions of the Chapter, and
- (e) Is compatible with the national and provincial development plans.

STRATEGIC PERFORMANCE AREAS

The 2009 State of Local Government report indicates that a number of municipalities were in distress. These municipalities primarily have difficulties delivering expected services to the communities. The Department of Cooperative Governance was mandated by National Government through Outcome 9 to develop and implement a differentiated approach towards municipal financing, planning & support.

The Constitution of the Republic of South Africa, Act No. 108 of 1996 provides for three categories of municipalities viz, Metropolitan [A], Local [B] and District [C] municipalities.

The system of further categorization of municipalities was introduced using the Municipal Infrastructure Investment Framework [MIIF] & Municipal Demarcation Board [MDB] Assessment, namely categories A, B1-4 & C1-2 municipalities.

This categorization proposes ten [10] critical services that the smaller municipalities should focus on. These services were identified on the basis of both national priorities as well as Municipal Demarcation Board prioritization of municipal functions.

The following principles were used as a guide,

- ❖ Intensify local government efforts towards achieving Millennium Development Goals [MDGs]
- ❖ Support the various outcomes of government
- ❖ Encourage municipalities to achieve , Social Cohesion, Safe & Secure environment and Economic Viability
- ❖ Encourage smaller municipalities to utilize national fiscal transfers and own revenue to address national priorities.

SCHEMATIC REPRESENTATION OF MUNICIPAL FUNCTIONS

FUNCTION	DEFINITION OF FUNCTION
<i>Municipal Roads & Storm water</i>	<ul style="list-style-type: none"> ▪ Construction, maintenance and control municipal roads including streets in formal areas ▪ Management of systems to deal with storm water
<i>Electricity Reticulation [including street lighting]</i>	<ul style="list-style-type: none"> ▪ Bulk supply of electricity which includes for the purpose of such supply, the transmission, distribution and where applicable the generation of electricity ▪ Regulation, control and maintenance of the electricity reticulation network ▪ Provision and maintenance of public lighting which includes street lights, high mast lights, etc. ▪ Traffic policies, monitoring of the operation of the facilities for adherence to standards.
<i>Portable Water</i>	<ul style="list-style-type: none"> ▪ Establishment or procurement, operation, management, and regulation of a potable water system, including services and infrastructure required for the regulation of water conservation, purification, reticulation and distribution
<i>Sanitation</i>	<ul style="list-style-type: none"> ▪ Establishment or procurement, where appropriate, provision, operation, management, maintenance and regulation of a system, including infrastructure for the collection, removal and disposal or purification of human excreta and domestic waste-water.
<i>Cemeteries, and crematoria</i>	<ul style="list-style-type: none"> ▪ The establishment conducts and control of facilities for the purpose of disposing of human and animal remains.
<i>Refuse removal, refuse dumps and solid waste (including cleansing)</i>	<ul style="list-style-type: none"> ▪ Removal of any household or other waste and the disposal of such waste in an area, space or facility established for such a purpose. ▪ The provision, maintenance and control of any infrastructure or facility to ensure a clean and healthy environment.
<i>Traffic and parking (optional)</i>	<ul style="list-style-type: none"> ▪ Management and regulation of traffic and parking, which includes control over speeding of vehicles on municipal roads
<i>Local sports and recreational facilities</i>	<ul style="list-style-type: none"> ▪ Provision and maintenance of sports and recreational facilities

PROCESES FOR THE DEVELOPMENT OF THE IDP

FRAME WORK AND TIMEFRAME FOR DEVELOPMENT OF THE FOURTH GENERATION IDP

The Dr Kenneth Kaunda District Municipality has adopted a framework to be followed by municipalities in the district for the reviewing and developing of the IDPs.

The following phases were agreed upon.

Phase 1: Analysis

Period: September

In this phase we analyse the state of IDP in its totality so as to appreciate the strength and weaknesses of our plan.

Phase 2: Strategies

Period: October

This entails developing strategies in response to the strength and weaknesses identified during analysis

Phase 3: Projects

Period: November

This must try to put practical measures to give meaning to identify strategies.

Phase 4: Integration

Period: February

The purpose is to integrate and align projects as identified

Phase 5: Approval

Period: April-May

Draft review must be ready for approval and put to the public for comments and inputs for at least a period of **21 days**

SCHEDULES OF WARD MEETINGS / COMMUNITY CONSULTATIONS

Ward	Date	Time	Venue	Financial costs		
				Venue	Catering	Total
One	22 October 2019	17H00	Maitemogelo Public School	000	000	000
Two	22 October 2019	17H00	Boinelo Public School	000	000	000
Three	22 October 2019	17H00	Ragogang Public School	000	000	000
Four	22 October 2019	17H00	Tswelelang Community Hall	000	000	000
Five	22 October 2019	17H00	Wolmaransstad Town Hall	000	000	000
Five [Lavine]	23 October 2019	17H00	Lavine Meeting Place	000	000	00
Six	22 October 2019	17H00	Thusang Primary School	000	000	000
Seven	22 October 2019	17H00	Kgakala Community Hall	000	000	000
Eight [4&5]	22 October 2019	17H00	Sports Ground	000	000	000
Eight	23 October 2019	17H00	Ntatseng Public School	000	000	000
Nine	22 October 2019	17H00	Local Hall	000	000	000
Ten	22 October 2019	17H00	Trotsville Hall	000	000	000
Ten [Boskuil]	23 October 2019	17H00	Boskuil Shop	000	000	000
Ten [Oersonskraal]	24 October 2019	17H00	Oersonskraal	000	000	000
Eleven	22 October 2019	17H00	Ithopia Church	000	000	000

STRUCTURES OF THE IDP IDP STEERING COMMITTEE

The committee consists of the following

- Municipal Manager
- Directors
- All Managers
- Chairpersons of Portfolio Committees

The IDP steering committee is chaired by the Municipal Manager

IDP REPRESENTATIVE FORUM

IDP Representative Forum comprises of the following:

All members of the IDP Steering Committee

Ward Councillors

Ward Committee Representatives

Stakeholder representatives [NGOs, CBOs and others]

National and Provincial Departments

Business formations and Parastatals

IDP Representative Forum is chaired by the Mayor

NEEDS EMANATING FROM COMMUNITY CONSULTATIONS

COUNCILLOR : CLR : M.N NTULI

WARD : ONE

NEEDS	BASELINE	OTHER	PRIORITY
Clinic / Hospital	There is no clinic, primary health care facilities are very far.		1
Library	No library near the ward		2
Pave	Gravel roads		3
Disability centre	Facilities are far from this ward		4
Old age home	None		5
Repair and maintain streets	Streets are in a very bad state		6
Water channel between railway line	This water channel is a hard to the community		7
Orphanage centre	None		8
RDP Houses	Build and complete incomplete RDP houses		9
Removal of big stones / rocks	Big stones in the yards		10

COUNCILLOR : CLR : I.R.DINTWE

WARD : TWO

NEEDS	BASELINE	OTHER	PRIORITY
Tarred road	Roads are gravel and in bad state		1
Pavement	There are roads that need pavement		2
Special kraal for cattle & piggery	Space is limited for small scale farming		3
Ward committee office	There is no ward office		4
SASSA pay point	People travel far to receive their grants		5
Closing of Quarries	These quarries have been a problem for very long time		6
Satellite Police Station	High crime rate demands quick response		7

COUNCILLOR : CLR : M.D NOTWANE

WARD : THREE

NEEDS	BASELINE	OTHER	PRIORITY
Community Hall	The hall is vandalised regularly		1
Library	No library within the area		2
Paving of roads	Roads are in bad state		3
Quarries at Tambo 2 to be closed	Quarries are a risk in the area		4
Speed humps	No speed humps especially in the streets that are busy		5
Human settlement	There is informal settle in the ward		6
Maintaining high mast lights	High mast lights are not maintained		7
Build college & computer centre	No higher institution		8
Upgrade sports facilities	Sports facility neglected		9
Corporatives	LED must enhance cooperatives		10

COUNCILLOR : CLR : K.S SEAKANE

WARD : FOUR

NEEDS	BASELINE	OTHER	PRIORITY
Roads Ext 5, Tambo 3& 4	Roads are very bad must be attended to		1
Roads in Mapetla street & loan section	Roads very bad		2
Install and repair street lights	Rate of crime demands properly lit streets		3
Police station	Crime rate is high		4
Build outstanding RDP houses	There are incomplete RDP houses		5

COUNCILLOR : CLR : J.PHEIFFER

WARD : FIVE

NEEDS	BASELINE	OTHER	PRIORITY
Repair and maintain roads	Roads are very bad must needs attention		1
Eradicate potholes	Potholes have gone out of control and became intolerable		2
Cleaning of pavements	Maintain the streets		3
Finish and Cover storm water pipelines in Ext 15	This is a danger to the community		4
Speed humps in Ext 15	This road is dangerous especially to pedestrians		5
Yellow bins in Ext 15	People are littering regularly		6
Clean and Fence cemetery	Cemeteries need maintenance		7
Cut trees and clean environment in Ext 11 next to N12	Trees must be cut		8
Move the Clinic nearer to Ext 15	Clinic not central		9
Build a school in Ext 15	High need of school		10

COUNCILLOR : CLR : K.J SELEBALO

WARD : SIX

NEEDS	BASELINE	OTHER	PRIORITY
New stands & RDP houses	There is a high need for stands & RDP houses		1
Rebuilding of tarred roads, pavements of streets and storm water drainage	Entrance to Kgakal, Hester & George streets are very bad, needs urgent attention		2
Cemeteries	Cemeteries are full, urgent attention		3
Repairs and maintenance of sewer , roads and potholes	Some streets have been having sewer spillage over a long time. It's a health hazard		4
Installation of high mast light	Four high mast lights		5
Repairs and maintenance of Parks , Recreational and Sports facilities	Facilities scanty maintained		6
Job creation	Unemployment is very high		7
Local Economic Development	LED must enhance the local economy for the ward		8
Removal of dumping site	Multiple dumping sites which are a health risk		9
Build unbuilt RDP Houses	Fifty unbuilt		10
Youth centre	Young people have no facilities		11
Kgakala Clinic to operate for 24hrs	Operates for 8 hours		12
Ambulance Station at Leeudoringstad	No station		13
Disaster sub-station at	No station		14
Municipal offices	No municipal office nearby		15
Quarry	There are quarries that must be attended		16

COUNCILLOR : CLR : B.F. MAPHATSOE

WARD : SEVEN

NEEDS	BASELINE	OTHER	PRIORITY
Street Paving and Storm Water drainage system	Streets unpaved and this leads to blockages especially when it is raining		1
High Mast Light	Seven high mast light		2
Singular storm water drainage system on the out skirt of the community	To serve as a buffer against stray water		3
Renovations of dilapidated old community houses	32 stands		4
Renovation of stadium and community hall including security	The stadium has been renovated many times		5
Establishment of the youth centre	No such centre		6
Job creation	Unemployment is high		7
Removal of dumping sites	There are informal dumping sites all over the ward		8
Unbuilt RDP houses	20 unbuilt houses		9
Kgakala Clinic to operate 24 hrs	Operates for 8 hours		10
Ambulance to be stationed in Leeudoringstad	Ambulances are very far		11
Disaster Management Sub-station in Leeudoringstad	Station is very far		12

COUNCILLOR : CLR : A.O. PHUTIAGAE

WARD : EIGHT

NEEDS	BASELINE	OTHER	PRIORITY
Electricity & High mast lights	New extensions 4 to 9 do not have the services		1
Access Roads	Roads are bad, some damaged by torrential rains. New extensions are in dire straits and have no access roads		2
Pavement of streets	Unpaved streets		3
Storm water drainage	Poor drainage system in the area		4
Repair and maintenance of sewer, roads and potholes	Potholes are intolerable, spillage of sewer regularly		5
Installation of High Mast Lights	Poorly lit area		6
Build a Park, Recreational & Sports facilities	No recreational facility		7
Sports ground	No sports ground in the areas, especially new extensions		8
Land fill site	The Land fill side is a high risk to the community		9
Clinic to operate 24 hrs	Operates only 8 hrs		10
Community hall	Must be maintained		11
Removal of dumping site	People litter regularly		12
Unbuilt RDP houses	There are outstanding RDP houses		13
Youth Centre	There is a need for the centre		14
Ambulance station in Leeudoringstad	Station is very far		15
Disaster station in Leeudoringstad	Station is very far		16
RULAGANYANG			
High mast light	Increase high mast lights		1
Electricity	Poor access to electricity		2
Restructuring of Sewer pump station	Sewer is a problem		3
RDП backlog	There are outstanding RDP houses		4
Community Hall	No community hall		5
Pavement	Roads are unpaved		6
Repair and maintain water meters	Water meters are faulty		7

COUNCILLOR : CLR : T.P. BOLAO

WARD : NINE

NEEDS	BASELINE	OTHER	PRIORITY
Activate the High Mast Light	High must lights are not functional		1
Mini Complex	Shops are far		2
Fence the community hall with palisade	Regular vandalism		3
Fencing of the grave yard	No fence		4
Repair and maintain the community hall, especially the toilets	The facility is not maintained		5
Convert the Stadium into a Park	No park		6
Develop new residential stands in Ward 09	Human settlement needs attention		7
Build Municipal Offices in Lebaleng	Municipal services are far		8
Pavement of all gravel roads	Gravel roads deteriorating		9
Pavement	Unpaved roads		10

COUNCILLOR : CLR : S.O.MASIBI

WARD : TEN

NEEDS	BASELINE	OTHER	PRIORITY
OERSONSKRAAL			
Electricity	No electricity at all		1
Clinic	No clinic		2
Flushing Toilets	No toilets at all		3
Multipurpose Centre	None		4
Paving of roads	Gravel roads		5
Human settlement			6
Solar system	As an option		7
BOSKUIL			
Clinic	No clinic		1
Lights	One high mast light unmaintained		2
Primary School	The property was damaged by natural event and is unmaintained		3
Library	No library		4
Police Station	No police station		5
Paving of streets	Gravel roads		6
Sewerage	Pitlatrine toilets		7
EXTENSION 13			
Street lights	There are no street lights		1
Water	Water irregular & affects toilets		2
Clinic	There is a need for a clinic /		3
Paving of roads	Gravel roads		4
Stones in yards	Houses with big stones in the yards		5
RDP Houses	Incomplete RDP houses or vandalised		6
Roads	There are no roads and there is frequent flooding		7
Community Hall	Dilapidated		8
Park	Side designated for park was sold to a school		9

COUNCILLOR : CLR : N.F.MAXASHWA

WARD : ELEVEN

NEEDS	BASELINE	OTHER	PRIORITY
Water			
Roads			
Electricity			
Parks			
Play ground			
RDP Houses / Informal Settlement	Incomplete RDP houses and informal settlers		
Roads & Storm Water	The area floods regularly		
Community Hall	Build a proper community hall		
Yellow Bins in Ext 5	People litter readily		
Eradiate Bucket System	Bucket system still partially in use		
Fencing of Cemetery	Unfenced cemetery		
High Mast Light	Must be maintained		
Upgrade Clinic	Clinic needs attention and attend to sewerage problem		
Old Age Centre	There is a need for a centre		
Speed Humps	There is a need for safe roads		
Taps	Replace taps they are largely stolen		

PROJECTS IMPLEMENTATION AS PER WARDS

PROJECT	WARD	SOURCE	COSTS	2019-20	2020-2021	STATUS
Upgrade gravel to block paving Mongale & Nzanele Street Lebaleng	11	MIG	R 7 650 m	R 3,5 m	R 4 150 000	Registered
Upgrade storm water channel to concrete phase 2Ext 11	10	MIG	R 4 m	R 1 m	R3 m	Awaiting Site Visit MIG
Rehabilitation of Hester & Leboya Street L/Stad	6,7&8	MIG	R 2862 m		R 3 820 000	Tech Report Submission
Rehabilitation of Kalane Street	9	MIG	TBA		R 750 000	Tech Report Submission
Rehabilitation of Tswelelang collapsed road section	3 & 4	MIG	TBA		R 1,3 m	Tech Report Submission
Augmentation of Bulk Water Supply	1,2,3,4,5 & 10	MIG	TBA		R 12 065 366	Tech Report Submission
Witpoort Dam Development	8	MIG	R 10 m		R 400 000	Await Approval of Scope
Procure Solid Waste Removal Truck	All Wards	MIG	R 1 556634 m		R 1 556 634	Tech Report Submission
Upgrading of Buisfontein – Tswelelang Bulk Water Supply Scheme	1,2,3,4,5,9 & 11	MIG	R 118 m		R30m	DWS approved

SECTION B:**SITUATIONAL ANALYSIS**

Maquassi Hills Local Municipality is a category B municipality, which came into being after the disestablishment of the former Leeudoringsstad, Witpoort, Makwassie and Wolmaransstad municipalities, it is located in the Western portion of Dr Kenneth Kaunda District Municipality (DC 40)

There are rural settlements and villages [Community Property Associations] that are incorporated in the Municipality, these areas need services either from Maquassi Hills Municipality (NW 404) and/or Dr Kenneth Kaunda District Municipality.

The municipality has a variety of challenges that must be pursued at all times, these challenges range from poor and obsolete infrastructure, poverty and service delivery backlog et cetera.

The municipality collects community data from time to time reflecting the needs and priorities. It is from these data that plans were developed over the years and will be developed in the future with clear Key Performance Areas and Indicators.

Performance must be assessed regularly so that remedial actions may be instituted in cases of underperformance and / or none performance, but also to give appraisal where it is necessary.

Ideally, the Review of Fourth Generation IDP 2019-2022 should include high level planning for all infrastructure, drawing from the detailed sector infrastructure plans and providing a sense of what is possible within financial and institutional constraints.

The Audit outcomes for the municipalities are an indicator of financial management and good governance practices in the municipality. There are pressing needs that must financially be provided for as per the analysis of the community needs below.

ANALYSIS OF COMMUNITY NEEDS**HUMAN SETTLEMENT**

Human settlement is raised incessantly in all the communities

- RDP houses which were left incomplete in some other form, there is a dire need to develop an action plan to identify and complete the said RDP houses
- RDP houses were largely built in the new extensions to the neglect of the inner sections of the former township
- There are residents who earn just above the entry level to qualify for the full housing subsidy, but earn just below to afford the means to have their own houses, it was formerly valued at R12 500 or so. These residents have been neglected, they have not been assisted by the municipality to access these subsidy either to extend their current structured or to use it as a startup for their own structures
- There is a call to give attention to these deserving residents and to scale down focus from informal and new settlement
- The middle income earners are also neglected because development of the town is geared only towards low cost houses and neglecting to provide space for the middle income earners

PRIMARY HEALTH CARE

- There is a cry from all the areas that clinics must be made to operate twenty four hours
- The clinics that are purported to operate twenty four hours, do not operate as such, it is alleged that between 17H00 and 06H00 people get turned away because only select cases are attended, effectively it makes such clinics not a twenty four hour operational.
- The community is saying clinics are few far apart.
- The clinics do not have necessary medication and medical needs most of the time.
- There is a need to engage the relevant department to raise these community concerns in this area.

EMERGENCY MEDICAL SERVICES

- Ambulance station is not central and it create difficulties during call outs
- Fire and Disaster station is also not central
- Fire and disaster is mostly unavailable, if available they are barely equipped
- The municipality is not prepared in the event of a disaster
- There is a need for a practical plan in this regards

ROAD INFRASTRUCTURE

- Municipal roads are almost entirely dead
- A permanent solution to potholes must be found
- Storm water system is very poor and does not cope during heavy rains

UNREHABILITATED LAND

- The municipal area underwent extensive mining and was left un-rehabilitated
- The recent floods have shown that these has left us vulnerable for floods
- There are borrowed pits / quarries that must be rehabilitated
- Relevant departments should be engaged in order to chart a way to solve the quarries

CEMETRIES / GRAVE YARDS

- The grave yards are almost all full
- It would appear that the municipality does not have land to avail for the graves
- This matter will be a crisis soon
- The neighboring are privately owned and would be expensive to buy
- There are competing needs for land, the municipality need land for human settlement also, should the land be available, this will provide a conundrum.
- Communities must be engaged so as to discuss alternatives, this discussion cannot be avoided lest it comes under pressure.

COMMUNITY HALLS AND STADIA

The municipality has committed a substantial capital resources on stadia and community halls. These facilities got vandalized to bare minimum. The community is again raising a need for these facilities indicating that it's a need especially for young people.

In this community need, the council has to reconcile its self with a possibility that they will be vandalized again.

Committing security to these facilities will be very costly to the institution

GRACING LAND / PLOTS FOR FARMING

Small scale livestock farmers are crying out for lack of gracing space for their livestock. The current municipal plots are overcrowded and consequently permanently overgrazed. This situation cannot be allowed to continue as it damages the very small grazing land available, in the near the municipal plots will be of no value to small farming

The municipality needs to develop a policy to manage leasing of this property. Amongst other things, no individual may be allowed to lease more than a fixed period. The intention should be to give up and coming small scale farmers a start up in farming, from there they should find their private land to grow in farming. There should also be a limit on the number of stock for individuals to keep on the premise.

This will curb small scale livestock farmers who want to be big farmers but not willing to grow outside the charity of the municipality. Farmers must told that they are given a start and must move out to allow others space to start also. Farmers who have been leasing for long must be advised to vacate the plots so as they are made available to others.

This approach will serve to preserve the municipal plots and minimize conflicts, because it is unfair that some have leased so long that they developed a sense of entitlement to the plots.

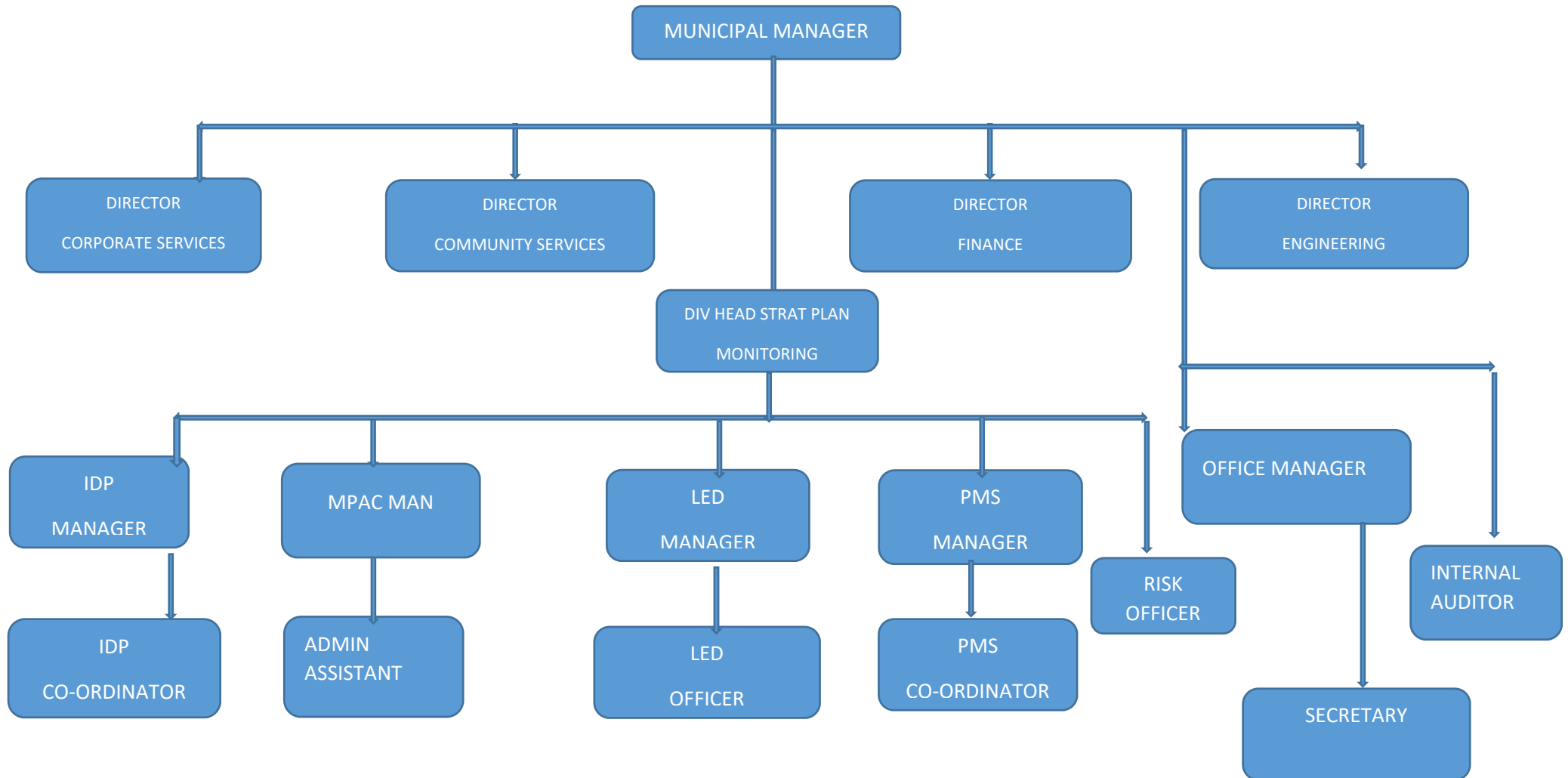
Lastly small scale farmers are making business out of the municipal plots, they should be made to pay reasonable rental commensurate with their business, and we cannot encourage people to depend of freebies, because they cannot be indigent by virtue of their activity.

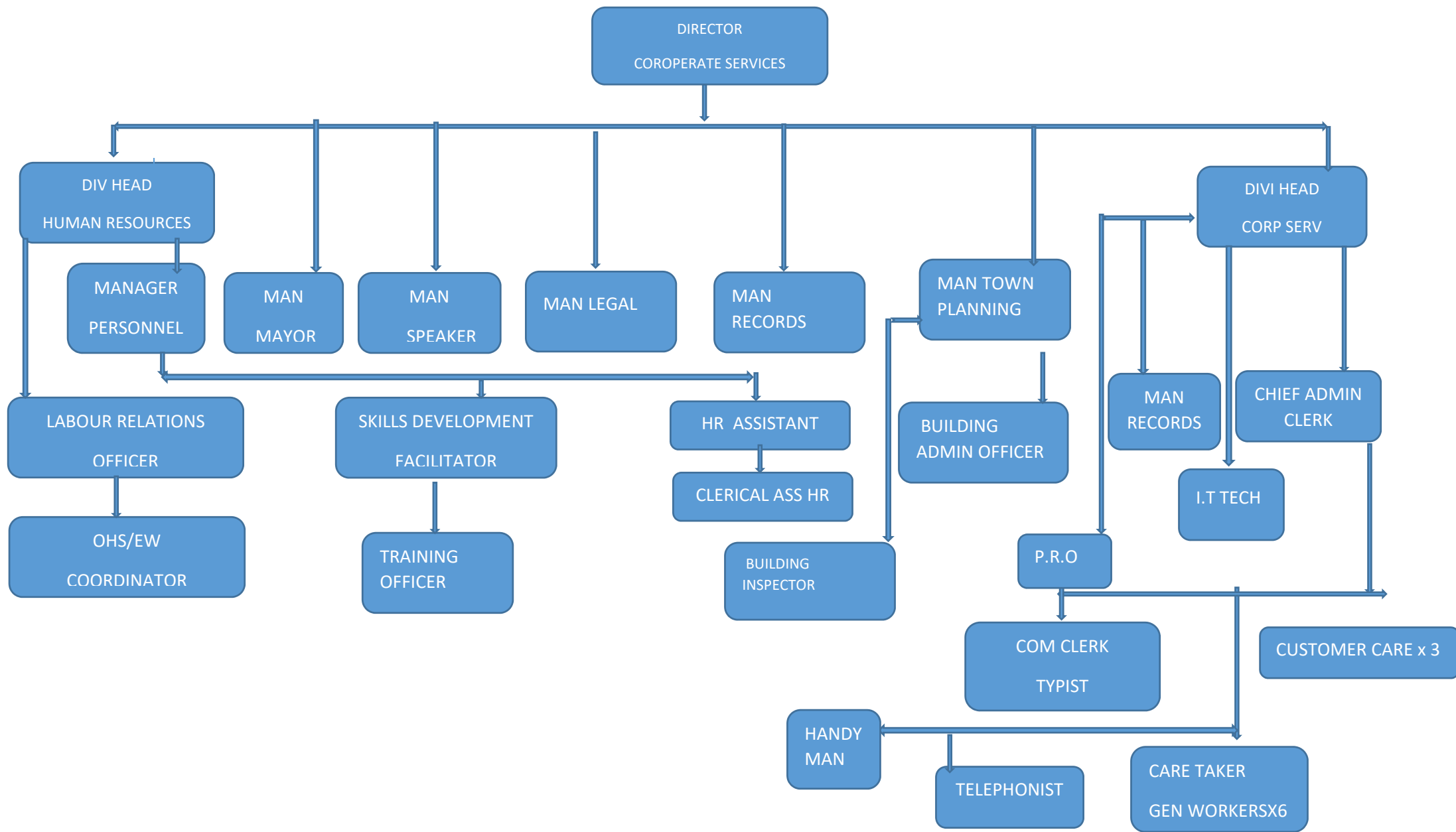
LAND FILL SITES

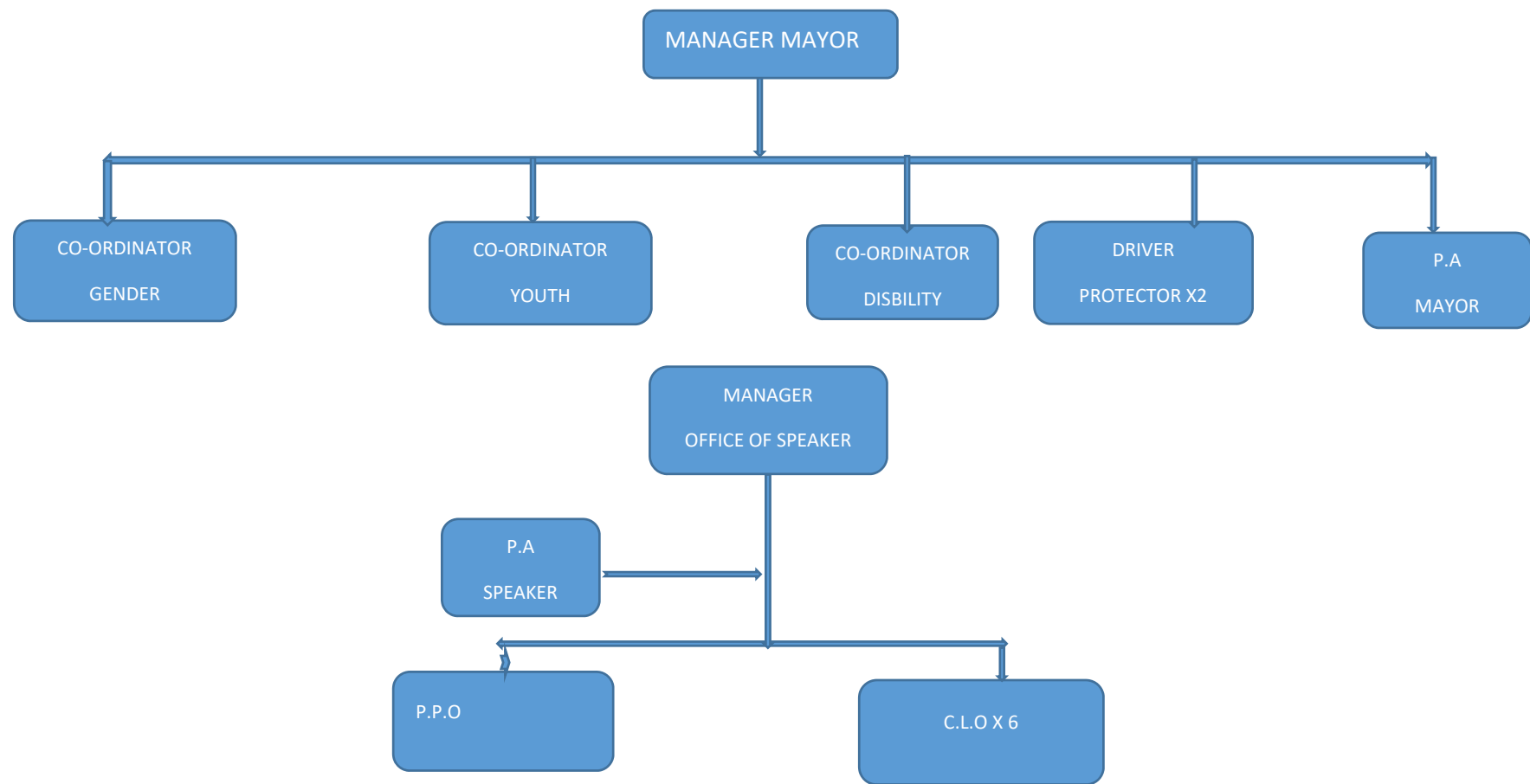
There is an outcry on littering and random dumping. The municipality needs to develop a culture of clean environment to keep our area clean, this will encourage communities not to litter and dump randomly.

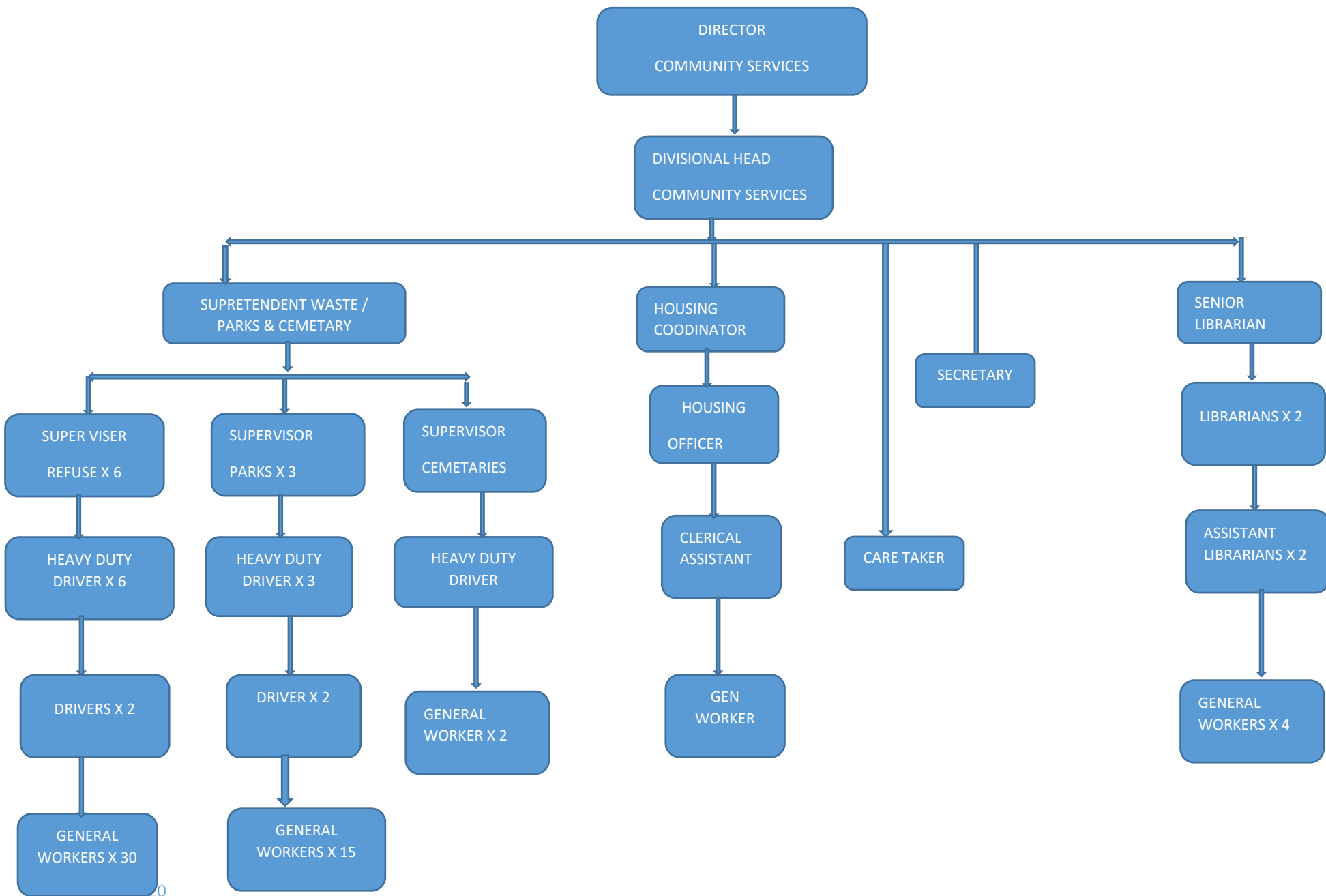
There is a need to speed up the process of creating a central compliant regional land fill site. We are relying on the district municipality to achieve this objective, this led to a delay and exposes the municipality to environmental violations, and dumping sites are near the residential areas which is against the law.

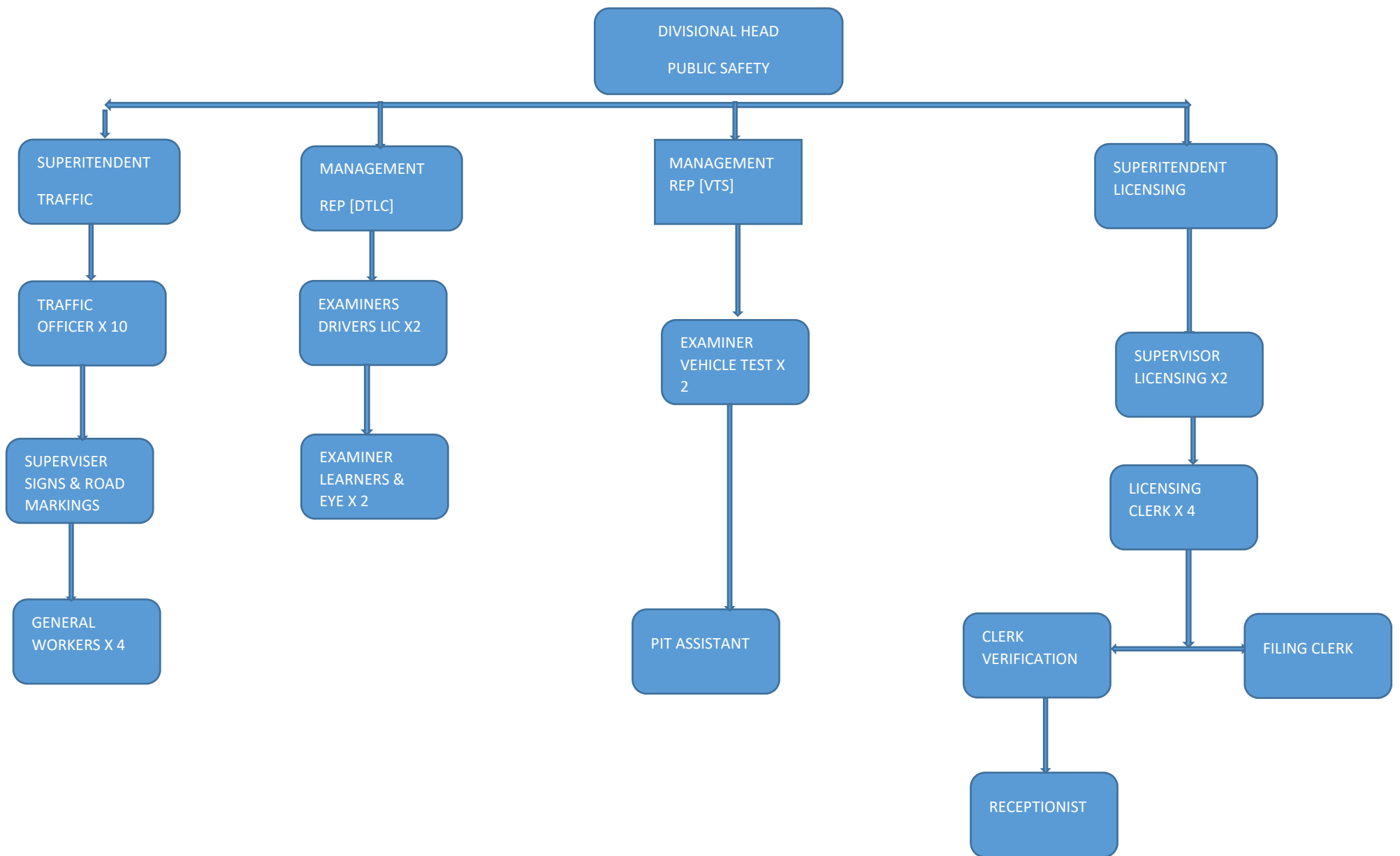
ORGANISATIONAL STRUCTURE

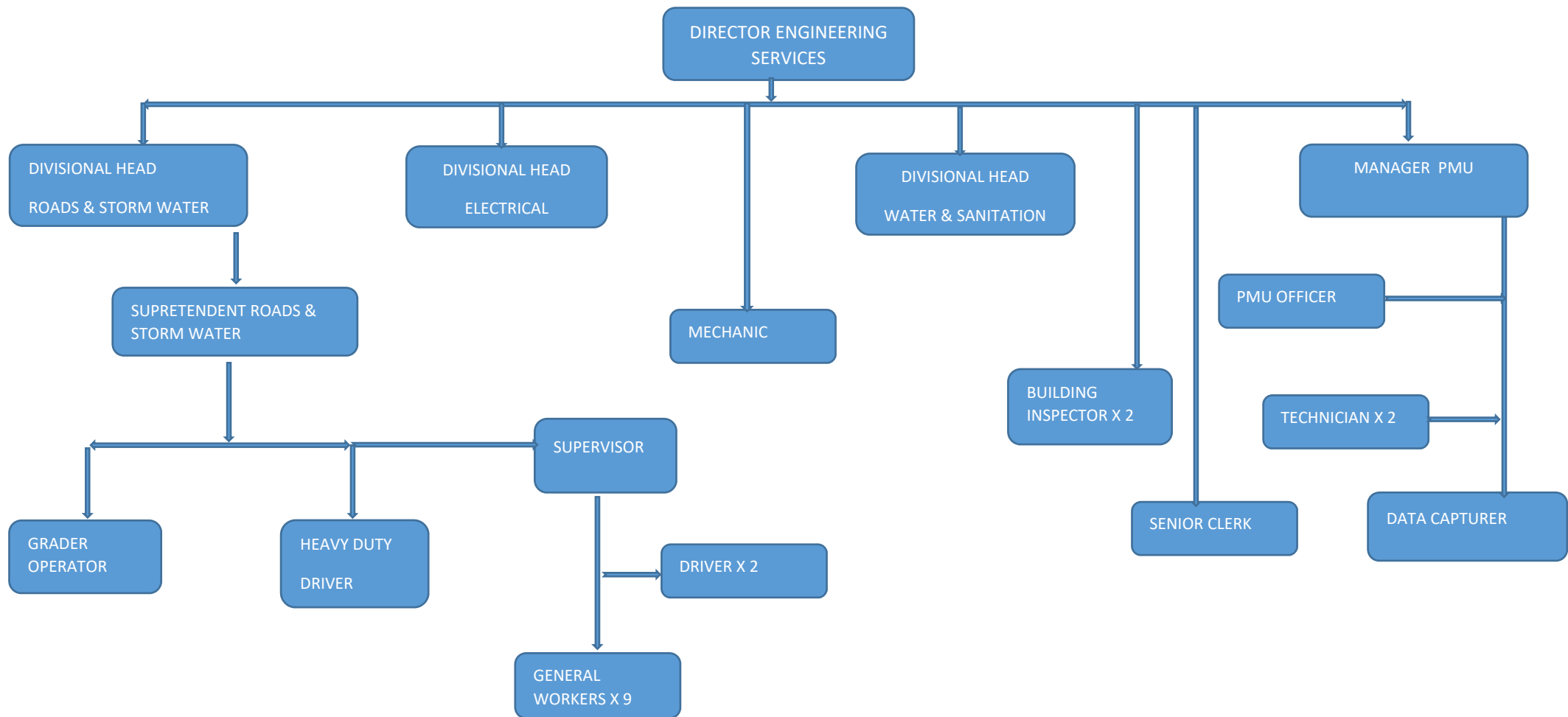


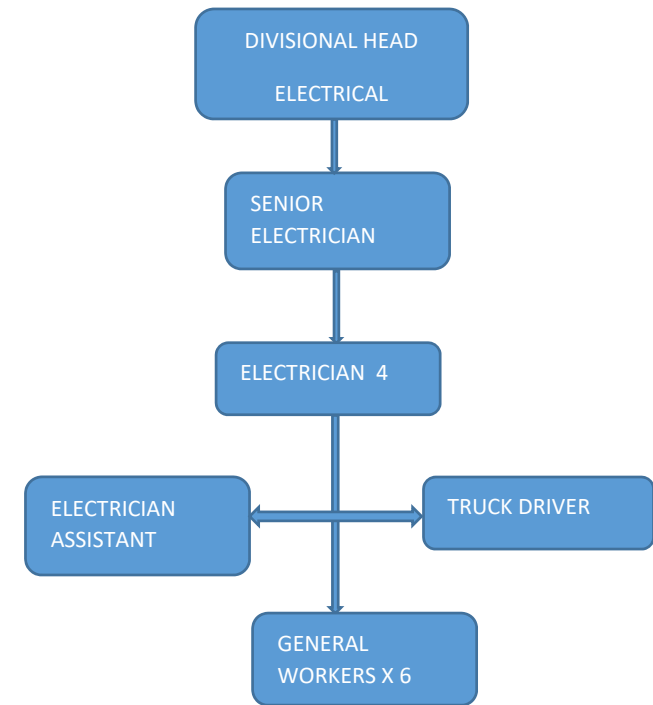
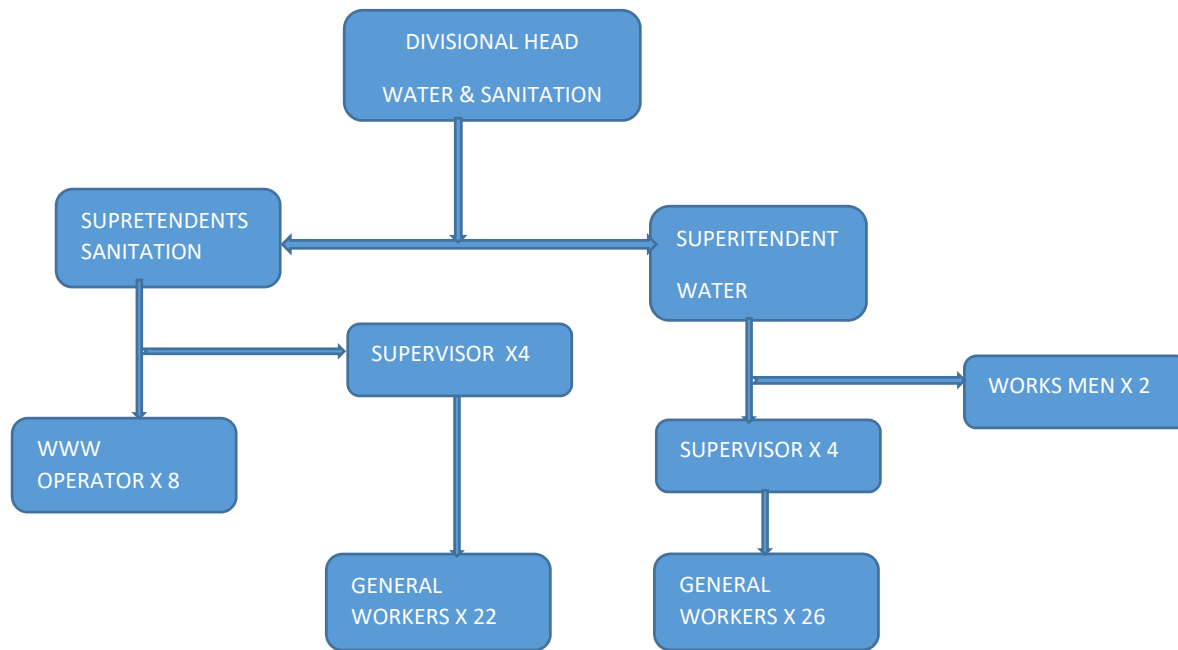


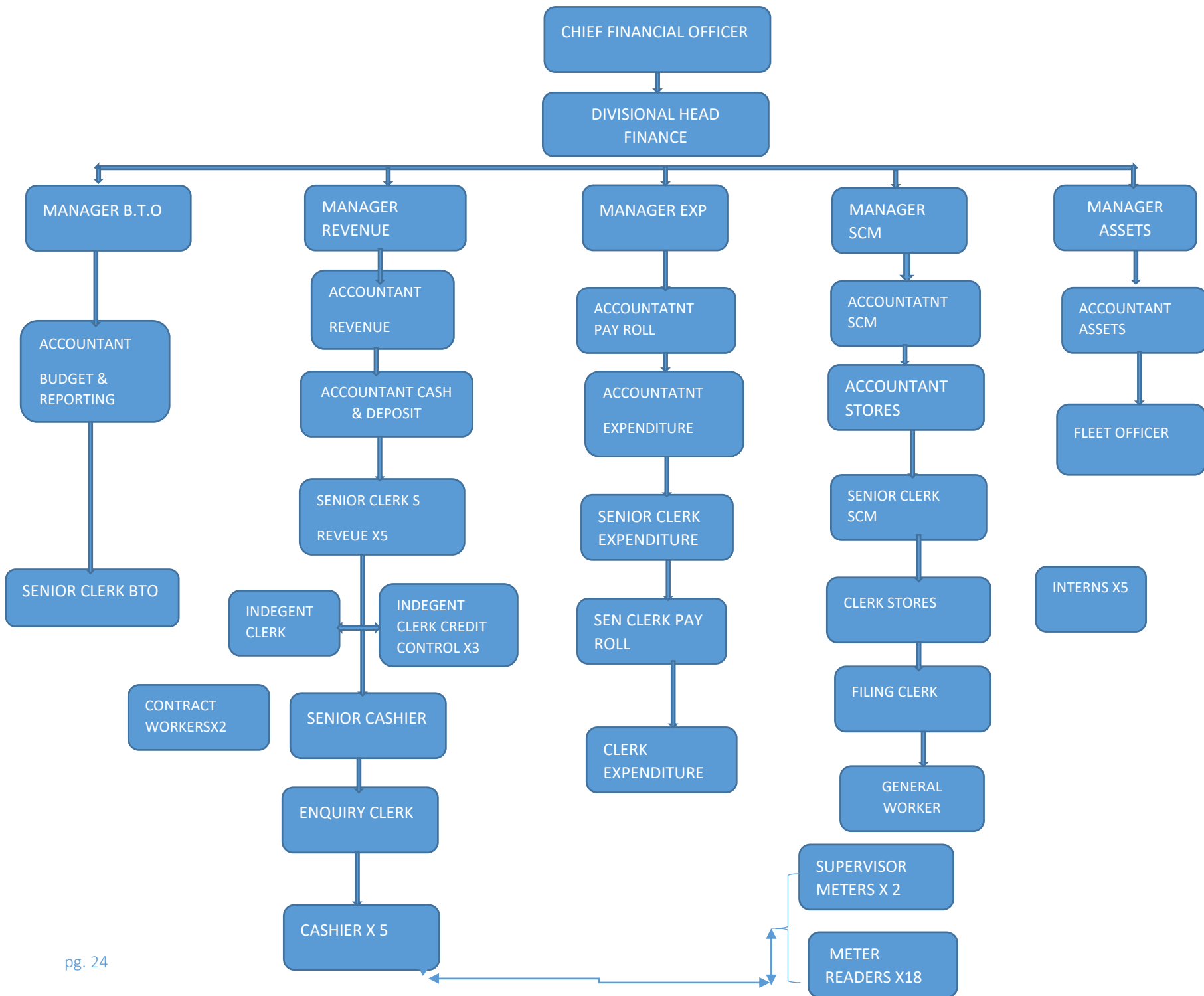












VISION

TO BE A LEADING CATEGORY B MUNICIPALITY

MISSION

TO PROVIDE QUALITY AND SUSTAINABLE
BASIC SERVICES TO OUR COMMUNITIES
IN A COST-EFFECTIVE MANNER AND
THAT SUPPORTS GROWTH AND
DEVELOPMENT WITHIN OUR MUNICIPALITY

STRATEGIC OBJECTIVES IN LINE WITH 5KPAs

The purpose of the IDP amongst other things, is to consolidate the available, limited and scarce resources so that they are directed to develop the under developed areas and ensure that at least basic services are delivered throughout the municipality.

Municipalities must endeavor to deliver services in accordance with Five-Year Local Government Strategic Agenda [or 5KPAs].

After having gone through the process of strategic planning, the following strategic objectives **[in line with 5KPAs]** for the municipality were agreed upon.

1) MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

- To implement legislative requirements and basic employment policies
- To encourage and organize regular team building exercise
- To revise job descriptions
- To ensure capacity building
- To ensure regular inductions, especially of new employees
- To instill discipline in all its forms in the employees
- To review Employment Equity Plan
- To develop Skills Development Plan
- To develop HR Plan and Strategy
- To undertake work-study program me
- Development of organizational work plans
- Review training policy
- Train employees and councilors
- Review of internship policy and program me
- To ensure functional LLF
- Adherence to OHS measures
- Develop preventative OHS measures in response to COVID 19
- Develop ITC measures in response to COVID 19
- To have informative municipal website
- Management of the valuation roll
- Renovate MM office, Corporate building and SCM offices
- Township establishment
- Generate accurate reporting system in corporate services
- Implementation of Spatial Development Framework
- Implementation of SPLUMA

2) PROVISION OF BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

- To develop Engineering Infrastructure Master Plan
- To develop maintenance and operational plans
- To embark on an awareness campaign, creating awareness about preservation of infrastructure and community asserts by community itself
- To embark on an awareness of using water sparingly
- Augmentation of bulk pipeline and water catchment e.g. building of reservoirs
- To develop a plan to curb illegal water connections and management of water loss in general
- To upgrade and build new roads, as well as ensuring maintenance thereof and
- To refurbish HV/MV lines and the substations

3) LOCAL ECONOMIC DEVELOPMENT

- To review the Growth and Development Strategy [including Tourism Strategy] of the municipality and
- To resource this department

4) MUNICIPAL FINANCIAL VIABILITY

- Incorporate available land with revenue activities so as to enhance municipal viability
- Both officials and Councilors to embark on a service payment campaign on regular intervals
- To introduce incentives for consumers who maintain their accounts regularly
- To improve on debt management
- To ensure big consumers, especially our sister departments pay services regularly
- To review our tariff structure so as to get maximum potential
- To implement Municipal Property Rates Act to its maximum benefit
- To reduce the salary bill
- To adhere to GAMAP and GRAP and
- To resource as well as to capacitate the directorate

5) GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- To review Public Participation Policy
- To review Communication Strategy
- To enlist more Community Development Workers and Community Liaison Officers
- To set-up satellite offices in various wards
- Adhere to legislative provisions i.e. in areas such as access to information, attendance of council meetings etc
- Create climate of political tolerance
- To ensure management of political interference especially in administrative affairs of the municipality and
- To depoliticize municipal officials

OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM

<i>Outputs</i>	<i>Key spending programmes[National]</i>	<i>Role of Local Government</i>
<ol style="list-style-type: none"> 1. Differentiated approach to municipal financing, planning & support 2. Community work program 3. Support for human settlement 4. Refine ward committee model to deepen democracy 5. Improve municipal financial administrative capability 6. Single coordination window 	<ol style="list-style-type: none"> 1. Municipal capacity-building grants 2. Systems improvement 3. Financial management [target, 100%unqualified audit] 4. Municipal infrastructure grant 5. Electrification program 6. Public transport & systems grant 7. Bulk infrastructure & water grants 8. Neighbourhood development partnership grant 9. Increase urban densities 10. Informal settlement upgrades 	<ol style="list-style-type: none"> 1. Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality 2. Implement the community works program 3. Ensure ward committees are representative and fully involved in community consultation processes around the IDP, Budget and other Strategic Service Delivery Issues 4. Improve municipal financial and administrative capacity by implementing competency norms and standards and acting against incompetence and corruption.

SECTION D: SPATIAL DEVELOPMENT RATIONALE/Framework
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INTRODUCTION

Maxim Planning Solutions was appointed by Maquassi Hills Local Municipality to produce a Spatial Development Framework [SDF] for the local municipal area within the Dr KK District Municipality. An SDF was reviewed during 2017-2018 financial year. However, policy and legislation, dictate that that SDF should be revised annually and totally revised at least every five years.

The main aim of the SDF is to promote a consistent urban development policy approach for effective urban reconstruction and development, to guide development policies, strategies and action of all stakeholders in the urban development process and to steer them towards the achievements of collective vision.

The SDF must also comply with the requirements of the Municipal Systems Act and all policies and statutes on development and planning. The following must be reflective from the framework.

- Desired patterns of land use within the municipality
- Project a spatial reconstruction of the municipal area, and
- Provide for decision making process relating to the location and nature of developments within the municipal area.

This framework is an essential part of the municipality's Fourth Generation IDP 2020-2022, and as such has been approved as a legal framework and therefore binding.

SCOPE OF STUDY

The objective of spatial plan is to influence directly the substantive outcomes of planning decisions, whether they relate to spatial development framework or decisions on land use change or development applications. The overall aim of the principles and norms of spatial planning is to achieve planning outcomes that:

Restructure spatially inefficient settlements

Promote the sustainable use of the land resources in the country

Channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas

Take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment

Stimulate economic development opportunities in rural and urban areas, and

Support an equitable protection of rights to and in land

The spatial planning, land use management and land development norms based on this principle are therefore:

Land use planning and development that should promote the development of compact human settlement, combating low intensity urban sprawl

The areas in which people live and work should be close to each other and

Plans of adjoining municipalities and district should relate positively to each other

The key to successful local spatial planning, land use management and land development is the establishment of an effective link between the forward planning and development control functions. Traditionally the development control function is seen as the means for implementing forward planning. In practice though, the two functions have generally been exercised quite separately from each other. Historically local government performed development control functions, in the form of building regulations, well before it started doing any form of institutionalized forward planning. Planning requirements were generally superimposed upon existing legal frame work for development control, having only a negligible effect on that body of rules and regulations. This meant that planning resources were expended on the making of elaborate plans which had little prospect of ever being implemented, especially where their planned outcomes differed from what was permitted by the existing development control rules, such as zoning or town planning schemes.

The danger of this situation repeating itself is less if the compilation and implementation of SDF is done correctly.

SDF guides and informs all decisions of the municipality relating to use, development and planning of land. The timing of the process of compiling the spatial development framework must correspond with that of the IDP. Accordingly, the SDF must guide and inform the following:

Directions of growth

Major movements' routes

Special development areas for targeted management to redress past imbalances

Conservation of both the built and natural environment

Areas in which particular types of land use should be encouraged and others discouraged, and

Areas in which the intensity of land development could be either increased or reduced.

Various National and Provincial planning initiatives were also compiled in the last two years that influences spatial development. The North West SDF and Zoning plan identified focus areas for development at various levels e.g. district growth points and local service points [chapter 3 SDF]

SPATIAL PLANNING PROPOSALS

This section describes proposals in terms of the future spatial planning of the municipality. The first section focuses on broader, municipal-wide issues, while the second part will focus on more detailed aspects of spatial planning.

SPATIAL DEVELOPMENT POLICY

Wolmaransstad is categorized as the main urban center in the municipality. According to its provincial status, it is ranked as a 'tertiary regional center', and it has an intermediate level of facilitating economic growth based on its existing development potential and socio-economic needs status. As such, it forms the main focus for development within the municipality and high-order development must be located within Wolmaransstad. This refers to new developments pertaining to industrial, retail, wholesale and large scale housing developments does not exclude the other towns from these developments, but based on national policy in this regard, physical development must be focused on areas with development potential]

All the towns fall within the influence sphere of Klerksdorp. Accordingly, the physical linkages with Klerksdorp, i.e. the roads from Leeudoringstad and Wolmaransstad must be utilized as development corridors and strengthened through supporting land use development at both ends of the corridors. Maquassi Hills also has a strong economic interaction with Toque, presumably because of the latter city's strong educational character in the Dr KK District.

Specifically, this refers to comparative advantages that must be strengthened at the Maquassi Hills' centers, as well as the Klerksdorp urban centers. Both municipalities have strong capabilities and comparative advantages with regard to the manufacturing of agricultural products. The type of products should support each other, as Maquassi Hills' agricultural advantage lies in extensive agriculture and Klerksdorp focuses on intensive industry. Lab our intensive employment opportunities must be promoted.

Wolmaransstad is located in the N12 Treasure Corridor [\pm 80 km West of Klerksdorp], hence it forms one of the main provincial priorities for purposeful development in concentrated zones along the three corridors in the province. However, existing bottle necks in the N12 include the section passing through Wolmaransstad. This unsightly situation must be remedied through appropriate traffic friendly facilities and supporting land use in and around the CBD, as well as the upgrading of the road.

The road linking Wolmaransstad and Schweizer Reneke forms a secondary corridor within the municipality and the broader district. The road forms a link also to Botswana and Namibia and should as such be kept in good condition with supporting land use development along the corridor.

A number of flagship projects, based on the forthcoming initiatives from the N12 Treasure corridor, must be established on appropriate sites along the road which enjoys good accessibility and visibility.

An economic revitalization strategy for especially Wolmaransstad is crucial; this town has sufficient critical mass to sustain future development and as such, forms an important link in establishing a functional urban hierarchy for the broader district.

On a lower level of the urban hierarchy, Leeudoringstad also has a relatively high critical mass in terms of population and services, and should consequently also be targeted for appropriate development. The focus should be on a limited number of sectors like transport and retail, while social safety nets must be improved. The latter principle of increased social safety nets and access to services applies to the other centers in the municipality, i.e. Makwasie and Witpoort

A connectivity and mobility strategy in this municipality is essential. The internal linkages [roads] need to link and integrate marginalized and historically disadvantaged communities to the municipality's economic heart.

As part of the integrated development planning process, new migrants must be accommodated in an orderly manner by the timely identifying and purchasing of land, site and service programmers and the provision of housing.

A number of small villages are scattered throughout the study area. The rural villages have not been identified as being a strategic spatial priority in the PSDF, but the formalization of these villages should receive priority.

Natural drainage areas, sensitive ecological areas and potential flood areas must be protected against urban development. As far as the utilization / conservation of existing natural features concerned, features such as the Vaal River, Bloemhof and Wolwespruit Nature Reserves, eastern part of the Bloemhof Dam, Witpoort Dam and the Makwasie Ridges should also be utilized in a sustainable manner for recreation and tourism purposes.

Agriculture forms an integral part of the Maquassi Hill's economic development prospective. Accordingly high potential agricultural land should be protected and remain accessible for agricultural production.

According to the IUCN, at least ten percent of all habitat types in a region should be formally protected.

MUNICIPAL WIDE SPATIAL PROPOSALS

The municipal wide spatial proposals are indicated on. These proposals should form the basic guidelines for decision making on land use changes as well as development in order to ensure that development does not degrade or deplete environmental resources and to ensure that the concept of sustainability is integrated into planning and development.

Protection of Environmental Sensitive Areas

APPLICABLE PRINCIPLES

Principles of sustainability

Protect natural, environmental and cultural resources in a manner consistent with applicable environmental legislation.

PROPOSED ENVIRONMENTAL PROTECTED AREAS

Proposed or potential environmental protected areas imply that the land can be developed or protected as formal protected area or informal protected areas such as game farming as well as conservancies.

These areas do not include prime agricultural land or other land that is currently cultivated and does not exclude cattle farming.

All sensitive ecological areas as well as areas with a high or rich biodiversity fall within this category and include the following:

RIVERS, STREAMS AND WETLANDS AREAS

- Vaal River
- Bamboes stream
- Makwasie stream
- Wolwe stream
- Leeudoringstad stream
- Bloemhof dam
- Witpoort dam

EXISTING PROTECTED AREAS

- Bloemhof dam nature reserve
- Wolwespruit nature reserve

EXISTING CONSERVANCY

Conservancy in the Makwasie Ridge

Areas with a high biodiversity and hills / ridges. This includes areas that were identified as high biodiversity and areas with unspoilt forest and woodlands.

These areas are situated east of Wolmaransstad and include the Makwasie ridges adjacent to the conservancy as well as the woodlands areas further east adjacent to the N12.

Well known game farms such as Bona Bona, Lindberg Lodge South-West of Wolmaransstad and Buisfontein are situated these areas.

A small area North of Wolmaransstad can be also classified as a potentially protected area i.e. Boschrand.

SCHEMATIC REPRESENTATION OF PROJECTS / PLANS

OFFICE OF THE MAYOR

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022

OFFICE OF THE SPEAKER

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022

PERFORMANCE MANAGEMENT PLAN

Priority	KPA	KPI	Funding Source	Capex	Opex	2020-2021	2021-2022	2022-2023
Review PMS Policy / Framework	Stakeholder meetings Adoption Council	Reviewed & Adopted PMS Policy / Framework 2013-14	None	0	0	0	0	
PMS Policy workshop								
Cascading of PMS down to lower level	Workshop personnel on PMS issues	Employees understanding PMS Signed P.A for every employee 2013-2014	None	0	0	0	0	
SDBIP	Sessions on developing individual SDBIP	Signed SDBIPs 2013-2014	None	0	0	0	0	
Performance Agreements	Sessions on developing P.As	Signed P.As 2013-2014	None	0	0	0	0	
Performance Reports	Sec 46 & 121 reports Tabling to Council	Audited & Adopted reports	None		0			

LOCAL ECONOMIC DEVELOPMENT

Priority	KPA	KPI	Funding Source	Capex	Opex	2020-2021	2021-2022
Witpoort Dam Resort Development	LED	Environmental Impact Assessment ,Concept design & Engineering work for the resort Enlist a Quantity Surveyor to cost the development	MIG	R400 000	0	R400 000	0
SHOPPING MALL DEVELOPMENT	LED	Concept design Development of bulk infrastructure		R70m	0	0	0
ELECTRICITY SOLAR PLANT	LED	Identify Land & Environmental assessment Construction of the plant		R75 000 000	0	0	0
CONTAINERIZED SHOPPING CENTRE	LED	Identify suitable land for Shopping Centre & provide infrastructure		R10M	0	0	0
GATEWAY 2 OPPORTUNITY DATABASE DEVELOPMENT	LED	Identify responsible internal person/entity for database Liaise with local business forums to identify their involvement Link-up database on web Undertake marketing of database throughout local radio-stations		R 250 000	0	0	0

CORPORATE SERVICES

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022	2022-2023
Employment Equity	Municipal Transformation and Institutional Development	Reviewed and functional Employment Equity plan to be in place.	Internal	n/a				
HR Plan	Municipal Transformation and Institutional Development	To develop HR plan						
HR Strategy	Municipal Transformation and Institutional Development	To develop HR strategy						
Organizational development	Municipal Transformation and Institutional Development	To undertake work study programme						
Organisational development	Municipal Transformation and Institutional Development	Development of work plans						
Skills Development	Municipal Transformation and Institutional Development	Developed and adopted WSP submitted to LGSETA	Internal	n/a				
Training and development	Municipal Transformation and	Development of training and development policy	Internal					

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022	2022-2023
	Institutional Development							
Training and development	Municipal Transformation and Institutional Development	Number of employees & councillors trained	Internal/LGSETA		700 000			
Training and development	Municipal Transformation and Institutional Development	Development of internship policy	Internal		n/a			
Training and development	Municipal Transformation and Institutional Development	Training and workshop of policies and code of conduct to municipal employees and councillors	Internal		n/a			
Training and development	Municipal Transformation and Institutional Development	Internship programme for graduates			300 000			
Labour Relations	Good Governance and Public Participation	8 LLF Meetings per annum	Internal					
OHS	Municipal Transformation and Institutional Development	Reduce adverse safety findings	Internal		100 000	100 000	150 000	
OHS	Municipal Transformation and	To undertake screening of employees						

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022	2022-2023
	Institutional Development							
Recruitment	Municipal Transformation and Institutional Development	People appointed in positions	Internal					
Recruitment	Municipal Transformation and Institutional Development	To develop and update job descriptions	Internal					
HR Policies	Good Governance and Public Participation	5 HR Policies council	Internal	Nil				
Legal matters	To reduce litigation		Internal					
Information	Municipal Transformation and Institutional Development	Active hosted Website	Internal					
Valuation Roll	Financial Viability	Updated valuation roll & new valuation roll	Internal		1000 000			
Buildings	Provision of Basic Services and Infrastructure Development	Renovate entrances, paint buildings and put in ceiling and lights at registry	Internal District Municipality		900 000			
Township Establishment	Provision of Basic Services and	Human Settlement [Low cost houses] in kgakala	Internal / Human					

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022	2022-2023
Administration	Infrastructure Development		Settlement Department					
Parking lots	Provision of Basic Services and Infrastructure Development	To ensure that there are designated parking	Internal		100 000			
Town Planning	Provision of Basic Services and Infrastructure Development	LUMS, Amendments [rezoning, sub-divisions, consolidated erven]	Applicants					
Telephone system	Provision of Basic Services and Infrastructure Development	Purchased and maintained telephone system	Internal/			R750,000	R 760,000	R 780,000
Printing & Stationary€	Provision of Basic Services and Infrastructure Development	Stationary & printing materials	Internal			R115,000	R120,000	R225.000
Advertising	Financial Viability	Notices, newspapers.	Internal					
Office Equipment	Provision of Basic Services and Infrastructure Development	Equipment	Internal					
Clean audit	Financial Viability	To obtain unqualified report in Corporate Services	Internal					
Salary Management /	Financial Viability	Smooth salary and reduced queries	Internal					

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022	2022-2023
payroll administration								
Security	Provision of Basic Services and Infrastructure Development	Security fences, doors, cameras, access control, identity cards	Internal					
Agenda and Minutes	Provision of Basic Services	To ensure that council is given notice of meetings and that resolutions are captured	Internal		R 12.000			
Town planning	Provision of basic service	LUMS compliance						
Town planning	Municipal Transformation and Institutional Development	To establish customer care unit						
Customer care	Good governance and community participation	To establish customer care unit						

COMMUNITY SERVICES

Priority	KPA	KPI	Funding Source	Capex	Opex	2020-2021	2021-2022
Establishment of cemeteries	Provision of Basic Services and Infrastructure Development	Establish new cemeteries in Kgakala	Internal	R200 00		R600 000	
	Provision of Basic Services and Infrastructure Development	Fencing cemeteries, Ext15, Lebaleng, Makwassie, Leeudoringstad and Kgakala (<u>concrete palisade</u>)	Internal	R1m		R3,500 000	
	Provision of Basic Services and Infrastructure Development	Maintenance of cemeteries (Wolmaransstad, Makwassie, Leeudoringstad & Rulaganyang)	Internal	R100 000		R100 000	
Community Halls	Provision of Basic Services and Infrastructure Development	Maintenance of community halls [Trotsville, Tsweleng , Chris Hani, Lebaleng & Kgakala	Internal	R600 000		R 600 000	
Parks	Provision of Basic Services and Infrastructure Development	Maintenance of municipal open space and sports facilities	Internal	R150 000			
Sports & Parks Facilities	Provision of Basic Services and Infrastructure Development	Purchase of 3 lawn mowers, 30 site cutters	Internal	R265 000		R265 000	
	Provision of Basic Services and Infrastructure Development	Construction of sport facility in Wolmaransstad	Unfunded	R12 m		R12m	

Priority	KPA	KPI	Funding Source	Capex	Opex	2020-2021	2021-2022
Libraries	Provision of Basic Services and Infrastructure Development	Construction of new library in Wolmaransstad	Approved by CATA (culture arts and traditional affairs dept)	R6m		R6m	
	Provision of Basic Services and Infrastructure Development	Grant funding for Capital projects & Maintenance)	CATA	R903 000		R903 000	
Conference centre	Provision of Basic Services and Infrastructure Development	Construction of new conference centre in Wolmaransstad	Approved by department of Environmental, forestry & fisheries	R6m		R6m	
Housing	Provision of Basic Services and Infrastructure Development	Transfer 200 Lebaleng proper houses to beneficiaries <u>[purchase & title deeds]</u> (ongoing)	DLG&Human settlement	R6m		R6m	
	Provision of Basic Services and Infrastructure Development	Establishment of new township kgakala ext 10 (1600 sites)	DLG&Human settlement	R2m		R2m	

	Provision of Basic Services and Infrastructure Development	Establishment of new township Wolmaransstad ext 19 (590 sites)	DLG&Human settlement	R 1m		R1m	
	Provision of Basic Services and Infrastructure Development	Establishment of new township ext 7 Lebaleng (500 sites)	DLG&Human settlement	R950 000		R950 000	
	Provision of Basic Services and Infrastructure Development	Approved Construction of 500 units in Leeudoringstad Ext 8 & 9(phase 2) (ongoing)	DLG & Human Settlement	R58m		R58m	
	Provision of Basic Services and Infrastructure Development	Approved Construction of 3000 units in Ext 17&18 Wolmaransstad(Phase 1) ongoing	DLG & Human Settlement	R348m		R348m	
	Provision of Basic Services and Infrastructure Development	Construction of 1500 units ext 17&18 wolamaransstad(phase2)	DLG & Human Settlement	R174m		R174m	
	Provision of Basic Services and Infrastructure Development	Construction of 289 units rulaganyang	DLG & Human Settlement	R33,5m		R33,5m	
	Provision of Basic Services and Infrastructure Development	Construction of 729 units lebaleng ext 6	DLG & Human Settlement	R84.5m		R84.5m	
	Provision of Basic Services and Infrastructure	Approved Construction of 94 units Lebaleng Ext 4 (ongoing)	DLG& Human	R10m		R10m	

	Development		Settlement				
Refuse management	Provision of Basic Services and Infrastructure Development	Procure 20 yellow bins & 7220 dust bins for Ext 17,18 ,13& 15 wolmaransstad Leeudoringstad Ext 4,5,6,7,8 & 9 [2340] Lebaleng ext 5,6 (1590)	Internal	R6m		R6m	
Refuse management	Provision of Basic Services and Infrastructure Development	Fencing of landfill sites & Ablution facilities, signage (Wolmaransstad, Leeudoringstad, Makwassie & Witpoort)	Internal/ Dr KKDM	R4,5m	R4,5m		
Refuse management	Provision of Basic Services and Infrastructure Development	Maintenance of landfill sites (Wolamaransstad, Makwassie, Leeudoringsstad & Witpoort)	Internal	R350 000		R350 000	
	Provision of Basic Services and Infrastructure Development	Procure 2 refuse trucks	MIG	R4m		R4m	
Waste Management	Provision of Basic Services and Infrastructure Development	Establishment of Regional Land Fills Site (Wolmaransstad)	Dr KKDM	R5m		R5m	

PUBLIC SAFETY

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2018-2019	2019-2020	2020-2021	2021-2022
Training	Municipal Transformation and Institutional Development	Number of employees to be trained (8). Examiner for Drivers License, Examiner of Vehicles & Traffic Officers	Internal	R720 000		R720 000		R720 000	
Law Enforcement	Financial Viability	Amount of Revenue Collected from: Speed Cameras and traffic fines.	Internal	R7.5m				R7.5m	
Law Enforcement	Financial Viability	Amount of Revenue Collected from: Motor vehicle registration & Licensing	Internal	R15m				R15m	
Law Enforcement	Provision of Basic Services and Infrastructure Development	Number of road signs to be installed (100) Wolmaransstad, Makwassie & Leeudoringstad	Internal	R100 000				R100 000	
Law Enforcement	Financial Viability	Amount of Revenue Collected from: Vehicle Testing Station	Internal	R500 000				R500 000	
Law Enforcement	Financial Viability	Amount of Revenue Collected from: Drivers Licence	Internal	R850 000				R850 000	

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2018-2019	2019-2020	2020-2021	2021-2022
		Testing Centre							
Building and Fences	Provision of Basic Services and Infrastructure Development	Fencing the Pound building	Internal	R500 000				R500 000	
Traffic Vehicles	Provision of Basic Services and Infrastructure Development	Purchase 3 traffic vehicles	Internal	R760 000				R760 000	
Security	Provision of Basic Services and Infrastructure Development	Security cameras for the offices & Pound	Internal	R200 000				R200 000	
VTS	Provision of Basic Services and Infrastructure Development	Calibrate 1x Motorcycle Yard Test Electronic equipment,	Internal	R63 000				R63 000	

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2018-2019	2019-2020	2020-2021	2021-2022
VTS	Provision of Basic Services and Infrastructure Development	Procure two-way system inclusive of annual license fees	Internal	R300 000				R300 000	
Furniture	Provision of Basic Services and Infrastructure Development	Furnish the Public Safety offices	Internal	R60 000				R60 000	
Disaster management	Provision of Basic Services and Infrastructure Development	Develop Comprehensive disaster management plan	Dr KKDM						
Disaster Management	Provision of Basic Services and Infrastructure Development	Disaster Management	Dr KKDM	R500 000	RR250 000	R750 000			

ENGINEERING DIRECTORATE

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022
Roads & Storm water	Provision of Basic Services and Infrastructure Development	Length of gravel roads upgraded to block paving in Lebaleng – Mongale and Nzanele streets in Lebaleng	MIG	R 7 650 000		R 4 150 000	
Storm water	Provision of Basic Services and Infrastructure Development	Length of stormwater in Wolmaransstad ext. 13 - Phase 2	MIG	R 4 000 000		R 3 000 000	
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of gravel road upgraded to block paving – Tati street in Kgakala township	MIG	R 2 862 000		R 2 862 000	
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of surface road rehabilitated in Kalane Street in Lebaleng	MIG	R 750 000		R 750 000	
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of surface road rehabilitated in Hester / Leboya in Kgakala	MIG	R 3 820 000		R 3 820 000	
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of surface road rehabilitated in Tswelelang Collapsed Section	MIG	R 1 300 000		R 1 300 000	
Community Facility	Provision of Basic Services and Infrastructure Development	Number of Solid Waste Removal trucks procured	MIG	R 1 556 634		R 1 556 634	
Water	Provision of Basic Services and Infrastructure Development	3km Length of Bulk Water pipeline installed	MIG	R 12 065 366		R 12 065 366	
LED	Provision of Basic Services and Infrastructure Development	Witpoort Dam Development	MIG	R 10 000 000		R 400 000	R 9 600 000
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of gravel road upgraded to block paving – Tati street in Kgakala township	MIG	R 2 862 000			
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of gravel road upgraded to block paving – Tshesane drive in Makwassie township	MIG	R 5 500 000			
Water	Provision of Basic Services and Infrastructure Development	Length of asbestos water pipe network replaced with Upvc material in Leeudoringstad	MIG	R 17 744 453			
Water	Provision of Basic Services and Infrastructure Development	Length of asbestos water pipe network replaced with Upvc material in Makwassie town	MIG	R 10 000 000			
Roads and Storm water	Provision of Basic Services and Infrastructure Development	Length of gravel road upgraded to block paving – Tati street in Kgakala township	MIG	R 2 862 000			

Bulk Sanitation	Provision of Basic Services and Infrastructure Development	Refurbishment of the Wolmaransstad Waste-Water Treatment Plant – 4.5Ml/day	MIG	R 17 000 000			
Water	Provision of Basic Services and Infrastructure Development	Water Conservation and Water Demand Management Strategy – Asset Management/ Bulk Zonal Meters	MIG	R 22 000 000			
Bulk Water	Provision of Basic Services and Infrastructure Development	Wolmaransstad Bulk Water Supply Augmentation	PIG	R 33 000 000			
Water	Provision of Basic Services and Infrastructure Development	Length of water network installed at Rulaganyang for 289 stands	PIG	R 1 184 900		R 1 184 900	
Sanitation	Provision of Basic Services and Infrastructure Development	Length of sewer network installed at Rulaganyang for 289 stands	PIG	R 2 051 900		R 2 051 900	
Roads	Provision of Basic Services and Infrastructure Development	Length of gravel road network installed at Rulaganyang for 289 stands	PIG	R 6 647 000		R 6 647 000	
Electricity	Provision of Basic Services and Infrastructure Development	Number of standby generators purchased for the main municipal offices (Wolmaransstad, Makwassie and Leudoringstad towns)	Internal	R 250 000		R 250 000	
Electricity	Provision of Basic Services and Infrastructure Development	Number of 125 W Mercury blended lights replaced with 81W, 700Ma, 800LM led Lights in Maquassi Hills	EEDSM	R 5 372 500			
Electricity	Provision of Basic Services and Infrastructure Development	Number of 160 W Mercury blended lights replaced with 81W, 700Ma, 800LM led Lights in Maquassi Hills	EEDSM	R 2 047 500			
Electricity	Provision of Basic Services and Infrastructure Development	Number of high Mast Lights 400HPS REPLACED WITH 101w, 700Ma, 13 734M LED in Maquassi Hills	EEDSM	R 4 950 000			
Electricity	Provision of Basic Services and Infrastructure Development	Number of Floating Aerators with Direct-online (DoL) and variable frequency Drive converted to soft starter	EEDSM	R 700 000			
Community Facility	Community Facility	Renovation of Wolmaransstad Town Hall		R2m			
Water	Provision of Basic Services and Infrastructure Development	Installation of Solar Energy at Lavine for the Borehole Water Supply		R 100 000			

PROPOSED PROJECTS FROM THE RRAMS

ENVISAGED PROJECTS / PLANS	COST ESTIMATES
Rehabilitation of Vrede Street in Wolmaransstad	TBC
Rehabilitation of Geyer street in Wolmaransstad	TBC
Rehabilitation of Borman street in Wolmaransstad	TBC
Rehabilitation of Leask street in Wolmaransstad	TBC
Rehabilitation of Kok street in Wolmaransstad	TBC
Rehabilitation of Dundoon street in Wolmaransstad	TBC
Rehabilitation of Bosman street in Wolmaransstad	TBC
Upgrading of the taxi route from Piet Retief street to main street at Wolmaransstad ext. 17	TBC
Rehabilitation of main access road into Lebaleng township	TBC
Rehabilitation of following intersections in Tswelelang – Kgala/ Rulaganyang, Main/ Fontein, Main/ Pheko, Main/ Letsatsi, Main/ Dithlare	TBC
Rehabilitation of Leboya street in Kgakala	TBC
Rehabilitation of Hester street in Leeudoringstad	TBC
Rehabilitation of George street in Leeudoringstad	TBC
Rehabilitation of Potgieter street – along Pepperboom in Makwassie	TBC
Rehabilitation of Kalane street in Lebaleng	TBC
Upgrading of gravel road to block paving – along New Church in Lebaleng	TBC
Upgrading of Theron, Phiri and Khunou street in Tswelelang	TBC
Upgrading of Mofutsana, Kok and Mkwane streets	TBC

DIRECTORATE OF FINANCE
SUPPLY CHAIN MANAGEMENT

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022
Implementation of MFMA, SCM Regulations, Circulars and Policy.	Municipal financial Viability	Reduction of Unauthorised, Irregular, Fruitless and Wasteful Expenditure.	Financial Management Grant	n/a	Yes	R400 000	R500 000
Renovation of Stores	Provision of Basic Services & Infrastructure Development	Safe Storage of Stock and Materials	Internal Funding	Yes	n/a	R250 000	n/a
Furniture – shelves for Stores strong room	Provision of Basic Services & Infrastructure Development	Shelving of Stores and Materials Stock	Internal Funding	Yes	n/a	R200 000	n/a

DIRECTORATE OF FINANCE

PRIORITY	KPA	KPI	FUNDING SOURCE	CAPEX	OPEX	2020-2021	2021-2022
Debt Reduction	Municipal Financial Viability	Implementation of credit control measure Reduction in debt book	Financial Management Grant	n/a	R400 000	R400 000	R200 000
Billing System.	Municipal Financial Viability	Data cleansing Accurate and efficient Billing.	Financial Management Grant	n/a	R700 000	R600 000	R300 000
Meter Reading	Provision of Basic Services & Infrastructure Development	Acquire electronic devices for automated meter reading	Financial Management Grant	n/a	R400 000	R200 000	R200 000
AFS compliant to GRAP Standards.	Municipal Financial Viability	GRAP compliance	Internal Funding	n/a	Yes	R3 000 000	R3 000 000
Improved Audit Outcome	Municipal Financial Viability	Effective controls & Sustainable PAAP, Improved Audit outcome	Financial Management Grant	n/a	R700 000	R400 000	R300 000
Training	Municipal Transformation and Institutional Development	Improve human resource capacity	Financial Management Grant	n/a	R250 000	R250 000	n/a
Tent & Furniture for Indigent Office	Provision of Basic Services & Infrastructure Development	Improve Indigent management	Financial Management Interns	Yes	n/a	R50 000	n/a
Tools of Trade for interns	Provision of Basic Services & Infrastructure Development	Functional Interns	Financial Management Interns	R200 000	n/a	R200 000	n/a
Sound System, Extension cords and Loud hailing System	Provision of Basic Services & Infrastructure Development	Enhanced communication	Financial Management Grant	R50 000	n/a	n/a	R50 000

LOCAL ECONOMIC DEVELOPMENT

Executive Summary

Dr Kenneth Kaunda District Municipality appointed Kayamandi Development Services (Pty) Ltd to formulate a LED Strategy and implementation plan for the Maquassi Hills Local Municipality. The LED strategy forms part of the Municipality's overall strategic planning, as outlined in the Integrated Development Planning Process (IDP), in seeking to promote viable local economic activities that benefit the local population, through the creation of direct and indirect employment.

The LED strategy is to be utilised and implemented by the Maquassi Hills Local Municipality and will assist in ensuring that the available local resources are used in a committed and effective manner to promote local economic development proactively and dynamically. The strategy is based on the underlying principle that there is a gap between the existing levels of development in Maquassi Hills Local Municipality and the potential level of development.

The LED strategy is aimed at ensuring that the Maquassi Hills Local Municipality can effectively and efficiently facilitate the creation of an appropriate enabling environment that is conducive to economic development and investment. In addition also to compare all local economic information and to investigate the possible options and opportunities available locally in order to broaden the economic base of the Local Municipality.

The above can only be achieved, however, by clearly understanding the current development situation of the Local Municipality. A Social, Spatial and Demographic Profile (Chapter 3) of the Local Municipality was therefore created in order to provide a baseline from which to assess the characteristics and trends of the area and to highlight the main challenges and obstacles faced by the area.

In addition, to ensure that a credible LED Strategy is developed, it needs to align with policy directives and guidelines within the context of the national, provincial, district and local policy environment. Therefore, a review of all the relevant policies and strategies (Chapter 2) provides the guidelines and targets required to direct the Local Municipality's LED framework.

Following the Policy Review and Social, Spatial and Demographic Profile, an Opportunity Analysis (Chapter 4) was conducted to identify areas of development potential as well as the strengths and weaknesses of the local economy. The identified development opportunities were used as a point of departure in developing specific LED programmes and projects that will exploit the competitive advantages of the local economy and address its identified weaknesses.

Based on the Opportunity Analysis and preceding research, focused development thrusts, programmes, projects and development facilitation actions were created as part of the Development Framework (Chapter 5). These project and development facilitation actions were then prioritised based on the level of importance as judged by the relevant stakeholders during the second workshop held of the LED in Maquassi Hills Local Municipality. Further internal deliberations finalised a list of projects and actions that tackle the most pressing needs in the Municipality, and that will have the largest impact within the local economy and which thus need to be implemented first (within the 5- year timeframe of the LED Strategy). The prioritised projects in order of priority are as follows:

- ☐ Gateway 2 opportunity database development

Develop a mentorship programme through a database and network of experienced business mentors to support local emerging entrepreneurs within the relevant fields

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- ☐ Establish a local youth drop-in and development centre with a computer centre, mobile education programme and entrepreneurial and small business development support
- ☐ Maize and small scale maize beneficiation incubator
- ☐ Develop cattle farmers association
- ☐ Diamond cutting and polishing project development & implementation support
- ☐ Establish a mining producers forum or joint working group
- ☐ Community support cooperatives development and roll-out
- ☐ Formalisation of illegal diamond miners
- ☐ Support for the Wolwespruit nature reserve revitalisation
- ☐ Inter-regional retail and distribution development node
- ☐ Regional manufacturing centre
- ☐ Women-owned bakery and sweet cooperative

The Development Framework is followed by Implementation Guidelines (Chapter 6), which serves as a manual for the implementation of the LED Strategy by the LED Unit of the Maquassi Hills Local Municipality.

The following general guidelines were discussed with regards to LED implementation:

- ☐ Obtain ongoing funding
- ☐ Appoint an implementer
- ☐ Finalise ownership
- ☐ Develop detailed business plan

- ☐ Location and facilities (if need arises)
- ☐ Management Team
- ☐ Staffing
- ☐ Human Resource Development
- ☐ Financial & Accounting Systems

The final chapter (Chapter 7) provides a Strategic Framework for the implementation of the LED Strategy. The chapter includes aspects such as institutional requirements, the relationship of LED to other regional, provincial and government structures, factors of development facilitation, marketing, integrated programming and performance monitoring.

The Maquassi Hills Local Municipality's LED Strategy aims to create a sustainable, integrated and diversified local economy that strives towards job creation, poverty alleviation, and ultimately creating a better quality of life for all its citizens

Background and Purpose

Kayamandi Development Services (Pty) Ltd has been appointed by Dr Kenneth Kaunda District Municipality to formulate a LED Strategy and implementation plan for the Maquassi Hills Local Municipality. The LED strategy forms part of the Municipality's overall strategic planning, as outlined in the Integrated Development Planning Process (IDP), in seeking to promote viable local economic activities that benefit the local population, through the creation of direct and indirect employment.

In terms of the Constitution (Act 108 of 1996) local government is mandated to participate in, and stimulate development and to 'promote social and economic development of communities.' It defines this role as a 'central responsibility (for municipalities) to work together with local communities to find sustainable ways to meet their needs and improve the quality of their lives'. This has been crafted into a national framework for LED in South Africa. The framework acknowledges that 'the majority of South Africans were kept out of the mainstream of the economy through inferior education, restrictions on movement and trade, no access to finance and resources, and deliberate state action that forced people into poverty and distress'. The purpose of the LED plan is to investigate the current situation with regards to available options and opportunities for broadening the local economic base in order to address the creation of employment opportunities and the resultant positive spin-off effects.

A number of elements in a local economy can contribute to increased unemployment levels providing an unfavourable and unhealthy environment for investment, which in turns leads to the local economy stagnating. This in turn places further strain on an already overdrawn local resource base, reinforcing the need for a ground-breaking and effective broadening of the local economic base. This entails introducing new activities, exploiting local strengths, offering incentives, applying new technologies, development of SMMEs, broadening ownership, etc.

This LED strategy is to be utilised and implemented by the Maquassi Hills Local Municipality and will assist in ensuring that the available local resources are used in a committed and effective manner to promote local economic development proactively and dynamically. The strategy is based on the underlying principle that there is a gap between the existing levels of development in Maquassi Hills Local Municipality and the potential level of development. In order to bridge this gap the LED strategy provides the municipality with the following:

- ☐ A strategically focused local economic development profile
- ☐ Identification of the development potential of the municipality
- ☐ Identification of the constraints to development in the municipality
- ☐ Identification of opportunities for SMME development in the municipality
- ☐ Methods to enhance co-ordination, integration and participation in local economic development
- ☐ A local economic development plan
- ☐ Sustainable and commercially viable business opportunities appropriately packaged for investment
- ☐ An implementation plan and investment programme

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The LED strategy is therefore based on the basic needs, opportunities and comparative and competitive advantages of the Maquassi Hills Local Municipality and provides the municipality with guidelines to create and facilitate economic development in order to realise the underlying development potential and in order to encourage both private and public sector investment and local job creation.

Defining LED

Each and every local community is unique with a distinctive and unique environment that holds an array of opportunities and threats. These unique features are the foundation for any LED strategy as a strong local economy can only be created once the community understand its strengths and weaknesses and learn how to transform these into opportunities and lucrative economic activities. The ability of communities to enrich themselves and improve their living conditions depend on them being able to adapt to the fast changing and increasingly competitive market environment. Prioritising the local economy and increasing the productive capacity of local businesses and individuals are crucial if communities are to succeed and prosper.

It is thus very important to state that the aim of LED is not for municipalities or public bodies to fund small local projects with government funds, neither for municipal officials to run or manage these or larger projects. In the past these types of projects have been initiated without proper business plans or any serious notion of sustainability, and the duration as well as employment created was temporary. Thus, LED is not about funding small unsustainable projects, but rather about developing robust and inclusive local economies.

LED is a term which is used to denote both local and broader actions which seek to build strengthen and further capacitate local markets i.e. business and employment developments. Defining LED is not an easy task, as it is an integrated strategy that incorporates a number of important components. One way of trying to better understand LED is by saying what it is not:

- ☐ LED is not an industrial policy and therefore it is also not the same as SMME promotion (though the latter may be part of LED)
- ☐ LED is not community development. Community development is about commonality. It is about self-help groups, mutual assistance and voluntary work to help the disadvantaged and solve health, education, housing and other problems. LED is about competitiveness – it is about companies thriving in competitive markets and locations thriving in a competitive, globalised world
- ☐ LED is not poverty eradication. However, LED is concerned, inter alia, with the creation of sustainable jobs that indirectly results in a reduction in poverty.

LED is also not about quick fixes or generating wish lists. It requires a practical understanding of what the local area does well and what it has to offer, where the weaknesses and gaps lie, what outside threats and opportunities exist, and what the local area wants and needs. LED actions are market based and are more often than not geared towards a business unit, namely SMMEs or even larger enterprises.

LED focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED actions are therefore those which:

- ☐ Focus on creating sustainable economic growth
- ☐ Are market-orientated (vis-à-vis business and commercial development)
- ☐ Are multi-sectoral involving the diversification of the economic and employment base within the economy

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- ☐ Are participatory involving multiple stakeholder inclusive of both the public and private sector
- ☐ Beneficiary is at the individual level through private ownership of the businesses being support and facilitated
- ☐ And, are those which are focused in supporting businesses which are located in the first (e.g. mainstream) economy

The purpose of LED is to enhance the economic capacity of a local area and to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. LED actors and facilitators therefore usually include, but are not limited to national, provincial and local governments and parastatal and development agencies.

A partnership between the aforementioned actors and stakeholders are key to the successful formulation and implementation of an LED, and it is often the strength of these partnerships that can make or break local economic development.

LED encompasses a range of disciplines including physical planning, economics and marketing, and incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance.

The idea driving LED today is that economic opportunities and activities can be utilised to improve the quality of life for all members of the community. LED should go beyond merely addressing economic aspects like growth in employment, income and business activity, and should consider development (the need for structural change, level of integration between informal and formal sectors, the quality of development, etc.) and the local community (poverty reduction, increased self-reliance, satisfying basic human needs, mutual commitment, integrated social and environmental objectives).

This above argument recognises that LED cannot succeed if it is about merely choosing a winning project, as this would be doing economic development planning backwards. Successful local economic development necessitates a clear LED strategy that correctly synthesises the current realities of the local economy. Furthermore, a successful LED reflects the values of its citizens and helps create a positive environment where economic activity and growth can thrive.

It is important that the LED is developed within the context of the municipal Integrated Development Plan (IDP), as described in Section 25 of the Municipal Structures Act. Integrated development planning is a process whereby a municipality prepares a comprehensive 5-year strategic plan (the IDP) that is reviewed annually in consultation with the local community and other stakeholders. The IDP outlines a long-term vision, includes an assessment of the existing level of social and economic development, and outlines the setting of development priorities and objectives, the existing spatial framework and land development objectives, operational strategies and municipal budgeting. By synthesising the development objectives, priorities, strategies and budgets, the IDP helps to ensure coordination between LED and other government initiatives. As the IDP is now the basic unit of planning for government as a whole, it is vital that the LED be fully integrated within the IDP.

Outputs

The fundamental objectives of the strategies within the context of Local Economic Development, and the requirements of the Maquassi Hills Local Municipality can be summarised as follows:

- ☐ Undertake economic analysis to identify required market interventions
- ☐ Undertake socio-economic analysis and taking into account the impact of HIV on LED
- ☐ Encourage stakeholder participation in LED issues
- ☐ Identifying economic opportunities to promote viable, sustainable and consistent economic development
- ☐ Create a database of projects and a prioritisation matrix
- ☐ Formulate a sustainable LED Strategy which is implementable and will translate into meaningful economic growth, job creation and poverty alleviation
- ☐ Ensure alignment with National/Provincial and regional programmes such as the PGDS, District Growth and Development Strategy, IDP, LED, SDF, etc.

Consultation and Interaction

As part of the process of formulating the LED Strategy as well as capacitating the Municipality and stakeholders, the following workshops and meeting were conducted:

- ☐ Inception meeting: An initial meeting was held with the Dr Kenneth Kaunda District Municipality Economic Development and Tourism in April 2013. The purpose of the meeting was to finalise the project goals, objectives, process deliverables and the project programme.
- ☐ Sectoral workshops: Sectoral workshops were held in May 2013 in order to present the draft status quo and to obtain inputs on opportunities and constraints from the various sectoral stakeholders. Please refer to Annexure A for the list of stakeholders. The following workshops were held: o combined workshop: Mining and Manufacturing sector; Tourism; and the Trade, Transport and Business Services sector of Agriculture and agro-processing sector
- ☐ LED Strategy Workshop: Held in June 2013 in order to present the draft Economic Development Framework in order to elicit final comments from relevant stakeholders and also to prioritise identified projects and programmes.

Structure of Remainder of Report

- Chapter TWO: Policy Review This Chapter sets out the National, Provincial and Local government policies, programmes and initiatives to which the LED strategy needs to align and/or take into consideration
- Chapter THREE: Social, Spatial and Demographic Profile This Chapter sets out the socio-economic context with regards to demographics, environmental and infrastructure contexts as well as the economic context in relation to the District, Provincial and National context in order to create the background against which an appropriate development pat can be determined
- Chapter FOUR: Opportunity Analysis This Chapter sets out the Opportunity analysis of the Maquassi Hills Local Municipality. The analysis incorporates sectoral potential analysis which assists in creating an understanding with regard to the sectoral competitive advantages of the local economy and is used to determine the development potential within the Local Municipality and to identify specific projects that could contribute towards the development of each sector and the economy of the municipality holistically.
- Chapter FIVE: Development Framework This Chapter is aimed at providing the local economic framework that will guide local economic development within Maquassi Hills Local Municipality. This chapter sets out the shared strategic direction, which enables the Municipality to facilitate development in a coordinated and structured manner. The framework thus enables local communities, business and private sector partners, local government and non-governmental organisations the opportunity to work together towards a shared vision and strategy for local economic development, allowing economic growth and job creation and enabling the achievement of set targets.
- Chapter SIX: Implementation Guidelines Chapter SIX sets-out the priority projects and development facilitation focus areas that have been highlighted through stakeholder consultation and through the use of a project prioritisation matrix required for the 5-year implementation period of the strategy along with action plans, timeframes, resource requirements, a financial plan and a spatial plan. In order for the LED Unit of Maquassi Hills Municipality to effectively plan and implement this LED Strategy, the purpose of this section is to provide a 5-year action plan and implementation guidelines for the highest priority projects that need to be executed in the immediate to short term. At the same time, the financial- and spatial plan of these high priority projects and facilitation actions are presented.
- Chapter SEVEN: Strategic Framework This Chapter provides an overview of the institutional structure of the Local Municipality and provides possible solution for specific issues.

National Policies and Strategies

The following national policies and legislation have been consulted to ensure alignment with the LED strategy for Maquassi Hills Local Municipality:

- ☐ The Constitution of the Republic of South Africa (Act 108 of 1996)
- ☐ New Growth Path for South Africa, 2010
- ☐ National Development Plan 2030
- ☐ Medium Term Strategic Framework, 2006 to 2009
- ☐ Integrated Sustainable Rural Development Programme, 2000
- ☐ Comprehensive Rural Development Programme, 2009
- ☐ Broad Based Black Economic Empowerment Strategy, 2003
- ☐ Broad Based Black Economic Empowerment Act (Act 53 of 2003)
- ☐ National Industrial Policy, Framework and Action Plan, 2007
- ☐ New Partnership for Africa's Development
- ☐ National Spatial Development Perspective, 2006
- ☐ Regional Industrial Development Strategy
- ☐ Co-operatives Act (Act 14 of 2005)
- ☐ White Paper on Agriculture, 1995
- ☐ Land Redistribution for Agricultural Development, 2009
- ☐ Small Enterprise Development Agency
- ☐ Municipal Systems Act (Act 32 of 2000)
- ☐ National Framework for Local Economic Development, 2006-2011
- ☐ Tourism Growth Strategy, 2008-2010
- ☐ Integrated Strategy on the Development and Promotion of Co-operatives, 2010-2020
- ☐ Industrial Policy Action Plan, 2011/12-2013/14
- ☐ Outcome 9

The Constitution of the Republic of South Africa (Act 108 of 1996):

The cornerstone for all legislation and policy-making in South Africa is the Constitution (Act 108 of 1996). Chapter 7 of the Act defines the role of local government in its community, and five objectives of local government are outlined in section 152:

1. To provide democratic and accountable government for local communities
2. To ensure the provision of services to communities in a sustainable manner
3. To promote social and economic development
4. To promote a safe and healthy environment
5. To encourage the involvement of communities and community organisations in the matter of local government

Furthermore, section 153 stipulates the following developmental duties of all municipalities:

- a. A municipality must structure and manage its administration, budgeting and planning processes to give priority to the basic needs of the community, and to promote social and economic development
- b. A municipality must participate in national and provincial development programmes

The New Growth Path for South Africa

The South African Government has determined that a growing consensus exists in that to create decent work, reducing inequality and defeating poverty a new growth path has to be established through the restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth.

The new growth path has been developed to be a new alignment of economic objectives and growth initiatives building on the previous growth initiatives GEAR and AsgiSA which sought to half poverty by 2014 and create economic recovery by raising economic growth to 6%. The new growth path is based on determining:

- ☐ Where employment opportunity creation is possible, both within economic sectors as conventionally defined and in cross-cutting activities and
- ☐ Analysis of the policies and institutional developments required to take advantage of these opportunities.

The new growth path further aims to target limited capital and capacity that maximise the creation of decent work opportunities within the context of macro and micro economic policies to create a favourable economic climate and to support the development of labour-absorbing activities.

In order to achieve the new growth path proposed, key trade-offs have been identified which must be addressed in order to achieve the desired long term future economic development goals.

These trade- offs have been identified as:

- ☐ Between present consumption and future growth, since that requires higher investment and saving in the present,
- ☐ Between the needs of different industries for infrastructure, skills and other interventions

- Between policies that promise high benefits but also entails substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences,
- Between competitive currency that supports growth in production, employment and exports and a stronger rand that makes imports of capital and consumer goods cheaper and,
- Between present costs and future benefits of a green economy.

The strategy seeks to introduce changes in the wider economic systems by means of considering changes in the structure of savings, investments and production through constantly pursuing key policies and programmes. In support of the previously mentioned, the focus would be to encourage an effective social dialogue to help establish deliberation and consensus on long term policies, trade-offs and sacrifices.

The approach further focuses on the re-industrialisation on the back of opportunities identified in the growth path.

This essentially focuses on the expansion and development of value adding in the economy to produce final products and not only provide raw materials to international markets.

This focuses on deepening the local and regional markets of South Africa as well as to widen the market through diversified products and goods. In relation to the previous discussion, the strategy has identified main indicators of success.

These indicators are listed below as:

- Jobs (the number and quality of jobs created),
- Growth (the rate, labour intensity and composition of economic growth),
- Equity (lower income inequality and poverty) and,

Key implications for the Maquassi Hills Local Municipality

The LED Strategy for Maquassi Hills must focus on industries which would be able to provide large amounts of labour/employment while continued focus should also be placed on existing advanced industries crucial to sustained growth. This means that existing core industries should be encouraged to provide continued growth and development whilst, industries which provide labour intensive or large amounts of jobs should be facilitated to grow to provide a wider base of employment.

The LED must also encourage the investment by private and public sectors into proposed economic opportunities to enable the growth in employment-creating activities.

The Strategy should further focus production/provision of products and services based on meeting local needs.

This would essentially be aimed towards identifying possible regional products which can be exported throughout the South African domestic market, as well as servicing local communities in products necessary to advocate the basic needs to maintain sustainable livelihoods.

Lastly the strategy should seek to provide a basis from which local SMME's and entrepreneurs can forge new businesses and opportunities as well as to facilitate the growth and development of skills and knowledge.

The National Development Plan 2030 (NDP 2030)

The National Development Plan 2030 is geared towards charting a new path for South Africa which includes eliminate poverty and reduce inequality to ensure that every individual has access to opportunities which have been hampered in the past by the apartheid legacy.

According to the NDP 2030, the above can only be achieved through ensuring that each person has access to or comprise over

- ☐ Education and skills
- ☐ Proper housing
- ☐ Proper nutrition
- ☐ Safe communities
- ☐ Social security
- ☐ Efficient transport
- ☐ Job opportunities

In order to be able to achieve the goal of eliminating poverty and to ensure that everyone has access to these basic services mentioned above, the government must take on an approach which requires and enables individuals to actively engage and mobilise their own development. This will require government to reassess their strategies to achieve the following:

- ☐ The active efforts and participation of all South Africans in their own development
- ☐ Redressing the injustices of the past effectively
- ☐ Faster economic growth and higher investment and employment
- ☐ Rising standards of education, a healthy population and effective social protection
- ☐ Strengthening the links between economic and social strategies
- ☐ An effective and capable government
- ☐ Collaboration between the private and the public sectors
- ☐ Leadership from all sectors in society

The plan identifies key priority areas that need to be focussed on to ensure that poverty is eliminated by 2030.

These include creating an economy that will create more jobs, improve infrastructure, switch to a low-carbon economy, ensure an inclusive and integrated rural economy, reversing the spatial effects of apartheid, improving the quality of education, training and innovation, ensure quality

health care for all, achieve social protection, build safer communities, reform the public service, fight corruption and unite the country.

Key implication for the Maquassi Hills Local Municipality

The NDP 2030 sets out a number of objectives to eliminate poverty by 2030.

This implies that the LED for Maquassi Hills Local Municipality needs to ensure that it aims to aid in eliminating poverty through implementing projects and programmes that will enable individuals to take charge of their own future through skills development and job creation.

The Medium Term Strategic Framework (MTSF) (2006 to 2009)

The MTSF builds on the successes of democracy, and is a statement which identifying South Africa's development challenges and outlines the medium-term strategy for improvements in the conditions of life of the citizens of South Africa. The aim of the MTSF is focussed on sustaining higher GDP growth, job creation, investment and exports, as well as broadening economic participation and activity through Black Economic Empowerment and enterprise development.

The MTSF provides:

- ☐ A translation of the electoral mandate
- ☐ Priorities for the next 5 years
- ☐ Focus on economic investment and growth
- ☐ An expansionary fiscal outlook

Planning and resource allocation across all the spheres of government should be guided by the MTSF. National and provincial departments in particular will need immediately to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Similarly, informed by the MTSF and their 2006 mandates, municipalities are expected to adapt their IDPs in line with the national medium-term priorities. The MTSF is informed by the electoral mandate. The national government's mandate underscores the need to create a nation united in diversity, working together to weave the threads that will result in the creation of a democratic, non-racial, non-sexist and prosperous society.

The following objectives are identified:

- ☐ Halve poverty and unemployment by 2014
- ☐ Ensure a more equitable distribution of the benefits of economic growth and reduce inequality
- ☐ Improve the nation's health profile and skills base and ensure universal access to basic services
- ☐ Improve the safety of citizens by reducing incidents of crime and corruption
- ☐ Build a nation free of all forms of racism, sexism, tribalism and xenophobia

The priority areas to give effect to the above strategic objectives are:

- ☐ More inclusive economic growth, decent work and sustainable livelihoods
- ☐ Economic and social infrastructure
- ☐ Rural development, food security and land reform
- ☐ Access to quality education
- ☐ Improved health care
- ☐ The fight against crime and corruption
- ☐ Cohesive and sustainable communities
- ☐ Creation of a better Africa and a better world
- ☐ A developmental state including improvement of public services

Key implications for the Maquassi Hills Local Municipality:

The LED strategy for Maquassi Hills Local Municipality should strive to focus on crosscutting issues that will drive the local economy. Economic backlogs in Maquassi Hills Local Municipality should be addressed by issues such as, amongst others, technological innovations, access to credit and infrastructure and human resources development.

The LED strategy should strive to broaden the participation of local labour in the local economy through encouraging BEE and enterprise development. These elements will contribute to reducing poverty and inequality.

Integrated Sustainable Rural Development Programme (ISRDP)

The strategy is about coordinating existing initiatives and programmes to maximise the development of rural communities. Selected additional initiatives, specifically accelerated land reform and community-based income generating programmes, will complement this approach and mechanism. This vision is a radical one in that it envisages transformed rural economies, which move away from subsistence economic activities. Local government is the point of delivery and the implementation of the ISRDP.

The mechanism and the complementary support measures outlined in the ISRDP will ensure the realisation of the vision of the Integrated Sustainable Rural Development Strategy (ISRDS), namely to attain socially cohesive and stable rural communities with viable institutions, sustainable economies and universal access to social amenities, able to attract and retain skilled and knowledgeable people, who equipped to contribute to growth and development. To achieve this vision, the ISRDS proposes that government leads in the consolidation, formulation, implementation, monitoring and evaluation of well-coordinated programmes and projects, which will allow for participation of all spheres of government and civil society.

The vision of ISRDP is informed by four elements, which include

- ☐ Rural development: going beyond just the poverty alleviation connotation, but focusing on changing rural environments to create enabling platforms for people to earn more and to invest in themselves and their communities.

This emphasises that rural people must be the masters of their own destiny and to survive and improve their own economic packages within their environments

- ☐ Sustainability: sustainability evolves from increased local growth, with people enjoying own gains and maintaining available resources for future development
- ☐ Integrated: this calls for coherent coordination across traditional sectors in all spheres of government. It requires the Municipal five year plan (IDP) to establish coordination and maintain integration at the municipal sphere
- ☐ Rural Safety net: in responding to the continuous crisis facing rural people, social assistance has been extended to all rural people and the ISRDP is also consolidating that effort.

Key implications for the Maquassi Hills Local Municipality

The LED strategy for Maquassi Hills Local Municipality has to be tailored towards creating an enabling environment for its people.

The LED strategy must incorporate the local population, with rural youth women working in developmental projects to increase their income and investments in order to gain ownership of local businesses. This will require coordination and interaction among both public and private organisations in Maquassi Hills Local Municipality.

Comprehensive Rural Development Programme (CRDP)

The CRDP is strategic priority number 3 of the National Government's Medium Term Strategic Framework (MTSF) and takes a proactive participatory community-based planning approach towards rural development compared to the 'traditional' interventionist approach.

The ultimate aim of the CRDP is to be an effective response against poverty and food insecurity, improve the standards of living and address skewed patterns of distribution and ownership of wealth and assets through:

- ☐ Maximising the use and management of natural resources
- ☐ Rectify past injustices through rights-based interventions

This will set the stage for the creation of vibrant, equitable and sustainable rural communities.

The CRDP therefore aims to facilitate integrated development and social cohesion through participatory approaches in partnership with all sectors of society by implementing a three-point strategy.

This strategy is based on the following

- ☐ A coordinated and integrated broad-based agrarian transformation;
- ☐ Strategically increasing rural development; and
- ☐ An improved land reform programme

This strategy entails a Rural Employment Creation and Skills Training Model aimed at creating ‘development specialists’ at ward level. These specialists will train and mentor a selection of unemployed community members who will be employed on a two-year basis on the Extended Public Works Programme (EPWP) principles. The CRDP further emphasise the involvement of various stakeholders and role-players, as well as the importance of clear-cut roles and responsibilities of the various stakeholders, as the CRDP involves all aspects of rural life which cannot be addressed by the alone by the National Department of Rural Development and Land Reform.

Key implications for the Maquassi Hills Local Municipality: The LED strategy for Maquassi Hills has to align with the principles of the CRDP and strive towards creating a vibrant, equitable and sustainable community through agrarian transformation, skills development and job creation. The LED strategy should, just like the CRDP, involve all stakeholders and clearly define roles and responsibilities to ensure sustained economic growth and community well-being.

Broad Based Black Economic Empowerment (BBBEE) Strategy

The South African Government defines BBBEE as ‘an integrated and coherent socio-economic process that directly contributes to the economic transformation of South Africa and brings about significant increases in the numbers of black people that manage, own and control the country’s economy, as well as a significant decline in income inequalities’.

The Strategy is underpinned by four key principles, which indicate that BBBEE is:

- ☐ An inclusive process
- ☐ Broad-based
- ☐ Part of the national growth strategy
- ☐ Associated with good governance

In addition to this, the Strategy calls for broader access to finance by SMMEs and cooperative enterprises. The Strategy states that companies, closed corporations, co-operatives, sole proprietorships and partnerships, will be assisted to acquire land and buildings, machinery, commercial vehicles and equipment for new projects or the expansion of existing projects related to manufacturing, high value agriculture, agro-processing, aquaculture, agro-processing, biotechnology, tourism, information and communication technology investment.

Key implications for the Maquassi Hills Local Municipality

The Strategy proposes that local development strategies and social programmes be aligned with the BBBEE Strategy to create an environment in which marginalised groups can develop and flourish. The Maquassi Hills Local Municipality should furthermore establish a communication vehicle that will provide information regarding available incentives and programmes to these groups.

The LED projects identified for Maquassi Hills Local Municipality should be geared towards business ownership by previously disadvantaged groups in the municipality. Certain measures are necessary to facilitate this, and skills development needs to be intensified in realising these efforts. The identified LED projects must also refrain from producing social projects without economic gains, and must create an enabling environment that will allow emerging black beneficiaries to develop enterprises and grow their businesses.

New Partnership for Africa's Development (NEPAD)

NEPAD is a vision and strategic framework for Africa's renewal.

The NEPAD strategic framework document arises from a mandate given to the five initiating Heads of State (Algeria, Egypt, Nigeria, Senegal, and South Africa) by the Organisation of African Unity (OAU) to develop an integrated socio- economic development framework for Africa. NEPAD is designed to address the current challenges facing the African continent, and issues such as the escalating poverty levels, underdevelopment and the continued marginalisation of Africa needed a new radical intervention.

The primary objectives of NEPAD are as follows:

- ☐ To eradicate poverty
- ☐ To place African countries, both individually and collectively, on a path of sustainable growth and development
- ☐ To halt the marginalisation of Africa in the globalisation process and enhance its full beneficial integration into the global economy
- ☐ To accelerated the empowerment of women

The NEPAD priorities are to establish the conditions for sustainable development by ensuring:

- ☐ Peace and security
- ☐ Democracy and good political, economic and corporate governance
- ☐ Regional co-operation and integration
- ☐ Capacity building

Key implications for the Maquassi Hills Local Municipality: LED projects identified for Maquassi Hills Local Municipality should embark on eradicating poverty, promoting sustainable growth and developing and facilitating the empowerment of women and the poor and other previously disadvantaged groups. The LED strategy should furthermore promote agriculture, human development, infrastructure development and the diversification of exports. Skills

development and capacity building is of extreme importance to ensure sustainable local economic growth. It is important to note that the above can only be achieved through regional co-operation and integration.

National Spatial Development Perspective (NSDP) 2006: The NSDP provides a framework which outlines future developments of the national spatial economy in areas in need of certain economic activities and in areas of severe deprivation. The challenge facing South Africa is rooted in its failure to provide services to all communities. Another challenge is in the economic fraternity where the fruits or gains of the first economy are not shared in the second economy. These challenges have been compounded by the failure of the Constitutional principles of integrating, coordinating and aligning the actions of the three spheres of government.

Provincial Policies and Strategies

The following provincial policies and legislation have been consulted to ensure alignment with the LED Strategy for the Maquassi Hills Local Municipality:

- ☐ North West Growth and Development Strategy (NWGDS) 2004 – 2014
- ☐ North West Spatial Development Framework, 2009 (NWSDF)
- ☐ North West Agricultural Master Plan 2010

North West Growth and Development Strategy (NWGDS) 2004 – 2014 Although not a legal requirement, North West Province is required to compile a Provincial Growth and Development Strategy (PGDS).

The greatest function of this strategy is to align development strategies in all spheres of government and to coordinate the allocation of resources from all spheres of government and private sector investment to achieve sustainable development outcomes.

According to the PGDS, the greatest challenge faced by the North West province is poverty which leads to other socio-economic consequences such as illiteracy, ill health, unemployment, gender inequality and environmental degradation. In order to alleviate and eradicate these issues, it is pointed out that consistent intervention and investment is required.

From the above, the vision for the PGDS was compiled 'to build a society that:

- ☐ is truly united, non-racial, non-sexist and democratic;
- ☐ jointly focus and deliver on key national priorities;
- ☐ deliver services and channel resources in the most effective, efficient and sustainable way; and
- ☐ significantly reduce the dualistic nature of the South African economy into a single and integrated economy that benefits all.

In accordance with the vision for the PGDS, two overarching goals were identified to aid in social and human resource development.

These are:

- ‘Socio-Economic Goal: The Economic growth required to halve unemployment over a period of ten years has been calculated to average 6.6% per annum. This is considered the minimum economic growth that could create enough capacity and momentum to place the province on a virtuous cycle of integrated and sustainable growth and development during the next 10 years
- Poverty Alleviation Goal: Basic service delivery to eradicate backlogs and prepare the poor for future growth and development.’

Key implications for the Maquassi Hills Local Municipality: The implications the above have for Maquassi Hills Local Municipality, is to ensure that the objectives and projects to be implemented are in line with the PGDS objectives that seek to achieve and stimulate economic growth social development to not only increase skills development and education levels, but to increase productivity, alleviate poverty, stimulate job creation, promote good health and achieve environmental sustainability.

North West Spatial Development Framework (NWSDF)

The ultimate function of the North West Spatial Development Framework is to introduce and encourage a spatial development trajectory for the North West province which incorporates numerous national, provincial and municipal sectoral plans. From this, four intervention zones and key spatial structuring principles were established for the province. These are:

- Main Economic Growth Areas: This intervention zone refers to areas with an established economic base and infrastructure that will benefit from investment and developmental spending
- Social Inclusion Areas This intervention zone refers to areas with high populations and limited access to economic activities. In these areas investment should focus on people by means of social development (education, skills, health etc.) and not be focussed to a specific area or place
- Potential Growth Areas This intervention refers to areas which contain a potential economic base for investment and spending
- Environmentally sensitive areas this intervention refers to areas which are in need of some capital expenditure to repair environmental imbalances and to protect the environment and ecosystems

Key implications for the Maquassi Hills Local Municipality

The intervention zones indicate the type of investment best suited for the areas. The LED for Maquassi Hills should take cognisance of these intervention zones and align it with the North West Spatial Development Framework.

North West Agricultural Master Plan (2010)

The North West Agriculture Master Plan aims to be a decision support system for agricultural role players at intergovernmental level. The plan has a number of focus areas which include:

- ☐ Identifying stakeholders and their respective roles
- ☐ Launching a comprehensive resource audit
- ☐ Identifying the best practice in terms of land use
- ☐ Identifying viable economic opportunities
- ☐ A commodity analysis
- ☐ Identifying viable development projects
- ☐ Creating a project information library/database
- ☐ Identification of eco-technologies

Other priorities highlighted within the North West Agricultural Master Plan, which are in line with the presidential priorities, are:

- ☐ Land reform
- ☐ Rural economic development
- ☐ Capacity building
- ☐ Extension services
- ☐ Agri-businesses

The plan furthermore aims at facilitating job creation and skills development, investment in agricultural infrastructure and community farming systems. The plan stipulates that the North West has great potential for agricultural development and aims at creating an enabling environment for agricultural activities and having operational structures in place to implement the master plan such as capacity building structures, the creation of SMMEs and setting up business plans.

Key implications for the Maquassi Hills Local Municipality

The Maquassi Hills Local Municipality LED should be aligned with the North West Agricultural Master Plan and aim to create an environment for local farmers and emerging farmers to prosper as well as stimulate the development of SMMEs and agro-businesses.

District Policies and Strategies

The following District policies and legislation have been consulted to ensure alignment with the LED strategy for the Maquassi Hills Local Municipality:

- ☐ Dr Kenneth Kaunda District Municipality Local Economic Development Strategy (LED), 2009
- ☐ Southern District Municipality Growth and Development Strategy (GDS) Review, 2007
- ☐ Southern District Municipality Agricultural & Poverty Alleviation Strategy, 2007
- ☐ The Southern District Municipality Integrated Transport Plan, 2007 - 2012
- ☐ Dr Kenneth Kaunda District Municipality Spatial Development Framework, 2011

Dr Kenneth Kaunda District Municipality Local Economic Development Strategy (LED), 2009: The LED Strategy for the Dr Kenneth Kaunda District Municipality was developed through the Department of Trade and Industry (dti) as part of Project Khulis' Umnotho ('Growing the Economy') which is aimed at building the capacity of 17 of South Africa's District Municipalities in terms of addressing local economic development.

The vision for Local Economic Development in the District as set out in the strategy is "Quality of life for all citizens through economic growth, diversification, job creation and a progressive expansion of access to resources and opportunities". The LED Strategy has as its aim a "turnaround" of the local economy as a proactive response to the decline of the mining sector and the need to diversify the economic base.

In order to obtain this Vision, the following broad objectives were identified to guide LED activities and initiatives:

- ☐ Growth of the District economy and attaining an economic growth rate of 6% per annum by 2014
- ☐ Reducing unemployment, creating quality, sustainable jobs and improving the skills levels of the labour force
- ☐ Diversification of the economic base to reduce dependence on vulnerable sectors
- ☐ Alleviation of poverty and inequality through job creation, skills development and access to opportunities

Improved competitiveness of the local economy and business environment

- ☐ Improved global connectedness of local communities

The LED Strategy also sets out a number of thrusts, programmes and projects to achieve these objectives and the overall vision.

The thrusts identified are as follows:

- ☐ Agricultural Expansion and Diversification
- ☐ Industrial Development

- ☐ Development in Utilities and Construction
- ☐ Development in Transport, Trade and Services
- ☐ SMME Development and Support
- ☐ Tourism development

Key implications for the Maquassi Hills Local Municipality

The Dr Kenneth Kaunda LED Strategy is in line with the District's IDP and SDF. Emphasis in general is placed on skills development and the creation of employment opportunities.

The LED for Maquassi Hills Local Municipality should build on this and exploit the existing opportunities such as building on the agricultural activities in the area.

Southern District Growth and Development Strategy (GDS) Review, 2007: The Growth and Development Strategy for the District (formerly Southern District and still included the Merafong Local Municipality) identified the following main challenges to the economic well-being of the region:

- ☐ High dependency on mining
- ☐ Declining mining sector
- ☐ High Poverty ration
- ☐ 87% of the population were in urban areas
- ☐ The agricultural sector were under stress
- ☐ The toruism potential was largely underdeveloped
- ☐ Lack of skills

In order to combat these challenges the following areas of opportunities were identified by the Growth and Development Strategy:

- ☐ Manufacturing Development
- ☐ Agricultural Development
- ☐ Trade, Transport and Tourism
- ☐ City Development
- ☐ Skills Development
- ☐ Spatial Development Initiative
- ☐ Investment Promotion
- ☐ Mining re-development
- ☐ SMME's and
- ☐ BBBEE

Key implications for the Maquassi Hills Local Municipality: The Southern District GDS places emphasis on skills development and the diversification of the local economy. The LED for Maquassi Hills Local Municipality should take this into consideration and investigate the possibilities in achieving these goals.

The Southern District Agricultural & Poverty Alleviation Strategy, 2007

This Strategy focuses on improving agricultural productivity in order to alleviate poverty through food security.

The objectives the strategy is:

- ☐ To improve access to productive resources and develop expertise
- ☐ To expand the primary production sectors
- ☐ To promote investment
- ☐ To support innovation, knowledge and entrepreneurial development
- ☐ To develop bulk infrastructure that supports economic growth
- ☐ To ensure integrates sustainable development
- ☐ To ensure efficient and effective leaderships and administration

Various thrusts, programmes and core activities have been identified by the strategy to achieve the objectives as outlined above.

The strategic thrusts identified include the following:

- ☐ Land Utilisation
- ☐ Home based Food production
- ☐ Capacity Building and Community Skills Development
- ☐ Capacity Building and Skills Development for Local Government Officials
- ☐ Private Sector & Financial Institution's Role in Agricultural Development
- ☐ Market Development, Linkages and Identification
- ☐ Agriculture Promotion
- ☐ Institutional Alignment
- ☐ Commercial Agriculture
- ☐ Small, Medium Scale agriculture
- ☐ Agri-BEE
- ☐ Research & Development
- ☐ Greening and Forestry Development

- ☐ Land Redistribution
- ☐ Livestock Redistribution
- ☐ Livestock Development
- ☐ Cluster Diagnostic Studies

Key implications for the Maquassi Hills Local Municipality: The Agricultural & Poverty Alleviation Strategy identifies the agricultural sector as a key player in promoting economic development and addressing poverty issues. It further identified key strategic high priority activities for each Local Municipality. The LED Strategy for Maquassi Hills should focus on agricultural development within its local municipality and take into account the activities that have been identified by this strategy.

The Southern District Integrated Transport Plan, 2007 – 2012 The Integrated Transport Plan aims to provide a framework for the development of transport infrastructure within the District Municipality and to promote a safe, efficient and integrated transport system in the District.

Key implications for the Maquassi Hills Local Municipality: Due to the fact that the transport system is an important part of the economic infrastructure and enabling environment for development in the Local Municipality, LED Initiatives should take into account transport needs and constraints in the Municipality as well as planned infrastructure investments.

Local Policies and Strategies

The following Local policies and legislation have been consulted to ensure alignment with the LED strategy for the Maquassi Hills Local Municipality:

- ☐ A Growth and Development Strategy for Maquassi Hills Municipality, 2006
- ☐ Maquassi Hills Third Generation IDP, 2013 to 2016

A Growth and Development Strategy for Maquassi Hills Municipality, 2006: The Growth and Development Strategy has a vision of Maquassi Hills as a high-quality rural and agriculturally based economy that is sustainable and continually diversifying so as to provide wage jobs for the people, grow the incomes of households and businesses, protect natural resources, and ensure an enabling environment for the development of all peoples' potential. The GDS sets the following broad objectives

- ☐ Create quality jobs through maintaining and expanding existing businesses as well as attracting and establishing new business, particularly in trade, small businesses, agriculture and mining
- ☐ Achieve local economic stability, particularly in raising agricultural growth rates and diversifying the economy into greater trade, mining, manufacturing and transport contributions
- ☐ Build a diverse economic and employment base
- ☐ Reduce poverty and inequality through job creation, skills formation, assistance in the processes of social grants and pensions, and in the provision of basic needs

- The promotion of economic growth through creating and maintaining a sound environment for business, and where the business sector has trust and confidence in the Council
- The improvement of the competitiveness of firms through provision of infrastructure, transport services, and assistance from Council
- The improvement in the municipal infrastructure and services
- The improvement of the municipality's tax base.

The Strategy further identified certain programmes, aims and potential instruments. The Programmes identified were Community-based economic development incentives; Enterprise-based economic development initiatives, and Locality development initiatives. Based on the programmes developed, the GDS also identified various projects and activity areas.

Key implications for the Maquassi Hills Local Municipality: The LED Strategy for Maquassi Hills should take into account the programmes, projects and activity areas as identified by the GDS.

Maquassi Hills Third Generation IDP, 2013 to 2106: As is the case with District IDPs, Local Municipalities are also required by law to compile an IDP. The IDP for Maquassi Hills Local Municipality sets out the development objectives and strategies, performance indicators and projects.

SECTION G: ANNEXURES

NB : ANNEXURES ARE AVAILABLE ON REQUEST ONLY

A	Water Services Development Plan
B	Integrated Waste Management Plan
C	Pavement Management Plan
D	Spatial Development Framework
E	Tourism Strategy
F	Land Use Management Scheme
G	Housing Master Plan
H	PMS Policy
I	MTAS Report
J	SDBIP
K	Financial Plan / Strategy

SECTION H: ACRONYMS

ABET	Adult Basic Education and Training
ASGISA	Accelerated Shared Growth Initiative of South Africa
DBSA	Development Bank of South Africa
DM	District Municipality
DME	Department of Minerals and Energy
DR KK MD	Dr Kenneth Kaunda District Municipality
DWAF	Department of Water Affairs and Forestry
EPWP	Expanded Public Works Program
FMG	Financial Management Grant
GAMAP	Generally Accepted Municipal Accounting Practices
GRAP	Generally Recognised Accounting Practices
IDP	Integrated Development Plan
IGR	Inter-Governmental Relations
IWMP	Integrated Waste Management Plan
LAC	Local Aids Council
LED	Local Economic Development
LUMS	Land Use Management Scheme
MDG	Millennium Development Goals
MFMA	Municipal Financial Management Act
MHLM	Maquassi Hills Local Municipality
MIG	Municipal Improvement Grant
MSIG	Municipal Systems Improvement Grant
NDA	National Development Agency
NSDP	National Spatial Development Plan
NWPDS	North West Provincial Development Strategy
OTP	Office of The Premier
PGDS	Provincial Growth Development Strategy
PMS	Performance Management System
Pms	Pavement Management System
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
WSDP	Water Services Development Plan
Wwtp	Waste Water Treatment Plant
5YLGSA	Five Year Local Government Strategic Agenda